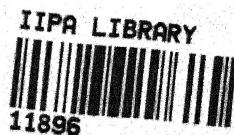


# **ADMINISTRATIVE STRESS**

# ADMINISTRATIVE STRESS

A STUDY OF MIDDLE LEVEL GOVERNMENT  
EXECUTIVES IN INDIA

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## FOREWORD

Stress is an unavoidable phenomenon of life and there is hardly any way to escape from its effects. The ubiquity of stress is felt more than recognized. It is probably a mysterious virus that infects us right from our birth. It is an unpleasant phenomenon and is somehow related to change. If not managed properly, it can cause various types of physical and mental ailments.

Despite all its significance, however, stress has almost been a neglected field in public administration. It is very widely used in the field of industry, medicine and even in engineering, but it is never used so popularly in the field of public administration. It is for the first time that we are introducing this concept in the field of public administration which is not for any theoretical considerations but for its practical implications. The researches conducted so far reveal that of all the forces that influence the individual, stress constitute an important source of variation not only in behaviour but also in health, happiness and efficiency of an individual.

I am glad that Dr. B. R. Sharma took an opportunity to study this phenomenon and brought out worthwhile results for the benefit not only the administrative population but also population in general. The objective analysis of the results and the inferences drawn from it are valid and the suggestions given are practical. The realistic exposition, with a pragmatic approach, speak well for the book. It is indeed an eye opener to those who are ignoring this problem.

I am fully convinced that this book of Dr. B. R. Sharma would prove very useful not only to the practising adminis-



trators but also to the teachers, students, researchers and laymen.

A handwritten signature in dark ink, appearing to read 'P. R. Dubhashi', is written over a solid horizontal line.

(P. R. DUBHASHI)

*Director*

INDIAN INSTITUTE OF  
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NEW DELHI  
MARCH 1986

## PREFACE

We have tall claims on our administrators but we hardly bother about the stress and strains under which they work. Looking to the heavy responsibilities which they carry and the constraints within which they work, it may well be presumed that they are undergoing a stress. Stress then, could possibly be said to be inherent in the administrative job, still we do not know how it is created and wherefrom does it come?

The multiple responsibilities and the discomfort felt by the administrators may be partially responsible in creating a stress but still the locked-in feelings and their helplessness for not overcoming the situation might also be playing an important role in creating a situation of stress.

Whatever may be the case, however, the fact remains that stress exists in administration and the people working in administration suffer on account of it. It is not one person but the whole organization which suffers when there is stress. Efficiency goes down, health deteriorates and the development that we need most gets retarded. In view of this, it was thought worthwhile to study this phenomenon.

The study was completed in the year 1983, and the present book is based on this study. This book is first of its kind in the sense that no one had made any attempt to study this phenomenon earlier in public administration from the psychological point of view. It has made the concept clear and the various factors responsible for stress, which hitherto remained unexplored and unknown, have been highlighted.

As regards the arrangement of the book, the first chapter was devoted to the problem of stress, aims and objectives of

the study. The second to the conceptual framework and meaning of stress; the third to the methodology; the fourth to the results; the fifth to the discussion of the results; the sixth to the conclusions and the seventh to the suggestions and remedial measures that are required to be taken up in encountering the problems of stress.

At the end, there are references which the author has used to write this book and the appendices which contain three questionnaires through which the data was collected. These may be of some use to those who would be interested in doing further research in this area.

The book presented is likely to serve a variety of needs and may prove useful to the practising administrators, students, researchers and the general readers.

B. R. SHARMA

NEW DELHI

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I am highly thankful to Dr. P. R. Dubhashi, Director, IIPA, who took no time in realising the importance of the subject and in appreciating the idea. He not only provided the funds but also all other help and encouragement in the completion of the Project.

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I shall be failing in my duty if I do not mention the names of Dr. K. G. Agrawal, Fellow, National Labour Institute, Shri D. N. Sharma of Corporate Studies Group, IIPA, and Shri Upinder Dhar, a Research Scholar, and thank them for help which they so wilfully gave in analysing the data in a more sophisticated way.

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Last but not least, I wish to express my thanks to Shri Ashok Kumar Taneja, who typed the Report of the Study and Shri R. K. Kaushik who prepared the graph and Model of Stress designed for the purpose.

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## One INTRODUCTION

**A**DMINISTRATIVE stress is one of the crucial problems in government organisation. It is more often felt than recognised. Right from the day of entering into service till the day of retirement, an administrator is invariably exposed to various stressful situations for one reason or the other. One could, of course, say that a government executive is a potential victim of stress and this is almost an inevitable part of his administrative life. This fact, however, remains that stress affects him powerfully both at work and at home.

As observed by Sharma (1981), "a government executive is frequently under pressure to meet the demands of his political masters, superiors and even his colleagues. The work is very heavy and demanding and hardly provides him time for rest and recreation. He often feels that the demands of his work conflict with those of his home life". Latest researches conducted in the field also reveal that various forces which influence the individual organism, stress constitutes an important source of variation in human behaviour and adversely affects the physical and mental health of a person.

Quite some time in the past, the term stress did not get much attention merely due to the belief that health and illness is caused primarily by physical factors. But it has now been established beyond doubt that the broader multi-dimensional environment as well as the psycho-social events have an important bearing on health, happiness and efficiency of a person. Now when stress causes such a deteriorating effect on the work life of an individual, it seemed almost imperative to understand what these factors are that cause stress and how they affect the body and mind.

Since stress is directly related to the performance of the government executives and the performance to the development, it was felt almost impelling to study this phenomena.

## 2 *Administrative Stress*

Our hunch was that unless our executives are mentally healthy; feel comfortable and right about themselves and cope efficiently with the day-to-day problems of administration; the desired goal of achieving national development would remain a remote possibility.

### AIMS AND OBJECTIVES

The study is primarily interested in identifying the various factors of administrative stress. However, it would also endeavour to study its effect on body and mind and assess the consequences that it produces.

### SCOPE

The study has got wider implication in the sense that it would not only identify various factors of stress at work, but would also highlight the actual work life of administrators and its effect on their mental as well as physical health which would further enable us to suggest ways and means how best the stress could be controlled and work performance can be improved.

### HYPOTHESES

The study proposes to start with the following hypotheses:

1. The stress would cause physical and mental disturbances. Hence, more the administrative stress the more would it tend to generate personal disturbances.
2. The stress would cause general hostility. Hence, more the administrative stress the more would it tend to generate general hostility.
3. The stress would disturb not only the human relationship at work but also the family relationship at home. Hence, more the administrative stress, the more would it tend to disturb the interpersonal relationship both in the organisation as well as in the family.

## Two CONCEPTUAL FRAMEWORK

THE term 'stress' has not been clearly defined in social science research. In physics and biology where it was first used, its meaning has been fairly consistent. But when employed by Behavioural Scientists or Social Scientists, it has been used interchangeably to mean anxiety, depression and difficulty and hence its scope and applicability have remained almost elusive.

The term 'stress' was first used in manner relevant for Social Science when the endocrinologist Hans Selye (1956) defined it as "the state manifested by a specific syndrome which consists of all the non-specifically induced changes within a biological system". Various investigators since then have attempted to build a bridge between the biological stress discussed by Selye and social and psychological stress. Some have criticised this attempt to relate socio-cultural stresses to biological stresses and others have argued that physiological stress does not refer to a phenomenon similar to those other kinds of stresses. However, it has been recognised that serious methodological difficulties are there due to which a sound bridge between the concepts of biological, psychological and social stress could not be built. Hence, the confusion. Because of the confusion in the use of stress, it is especially important that some of the ways in which the term has been treated in social and behavioural studies be reviewed and its meaning be made clear.

### MEANING OF STRESS

#### *Stress in Terms of Situations*

The term 'stress' has been used to refer to a situation that



causes people to react in a particular way:

- (a) *Biological*: In biological sciences a stress situation is one where extreme changes in temperature occur; where noxious substances are injected into the body or the like.
- (b) *Social*: In social and behavioural studies, stress has been used to characterise physical, social and cultural conditions—likely to be uncomfortable for most people living within a specified group.
- (c) *Miscellaneous*: Besides the above, stress might also include the situations like battle conditions; impending surgery; rapid cultural change; a difficult but important interview; intense competition; a life crisis, such as the death of a loved one; natural disasters, e.g., floods, tornadoes and earthquakes; acute illness or injury; frustration and failure and so on and so forth.

But whether a stress situation in all probability will elicit specified changes in behaviour or not requires examination. In this connection, Basowitz and his associates' (1955) observations are worth quoting who inform us that stimuli can be designated as stress regardless of the responses they may evoke. They are called 'stress' because of their assumed or potential effect.

### *Stress as a Response*

In addition to the above, the term stress has also been used to refer to emotional tensions, anxiety, fear, depression and discomfort either reported or observed from which it is inferred that the individual is exposed to some stress situation. At times the inferred stimulus is called stress; while on other occasions, the behavioural symptoms (anxiety, fear and depression, etc.) are called stress. Basowitz and his associates have indicated that allegedly "stressful situations do not always produce responses in individuals".

Keeping in view as above, it could safely be inferred that stress is a reaction to something that is happening to us. It is our way of coping with our environment and the threatening situations that we daily face. It is a discomforting response of a person in particular situation and is also a

situation in which a person feels inconvenience, strain, compulsion and pressure.

Some of the researchers have also used the term stress to describe the environmental characteristics that affect people adversely. For example, the researchers like Kahn *et. al.* (1964); French and Caplan (1973); Beehr (1976); Beehr and Newman (1978) and Mcgrath (1976) asserted that there is a potential for stress when an environmental situation is perceived as presenting a demand which threatens to exceed the person's capabilities and resources for meeting it.

While elaborating the point further Caplan *et. al.* (1975) refer stress to any characteristic of the environment which poses a threat to the individual. He further identifies two types of stress that may threaten the person :

1. The demands which an individual may not be able to meet; and
2. Insufficient supplies to meet his needs.

Caplan and his associates took stress as a strain and defined it as any deviation from normal responses in the person. They further classified strain in physiological, psychological and behavioural terms and explained that:

- (a) Physiological strain gets reflected in high blood pressure and elevated serum cholesterol.
- (b) Psychological strain is manifested in dissatisfaction, anxiety and low self-esteem; and
- (c) Behavioural strain gets reflected in smoking and dispensary visits.

Since many adults spend most of their lives in work related activities, it seems likely that social and psychological factors in addition to physical ones on the job must be having important bearing on them. Keeping in view as such Margolis and Kroes (1974) define job stress as a condition at work interacting with worker's characteristics to disrupt psychological and physiological homeostatis. The casual situational conditions are job-stressors, and the disrupted homeostatis is job related strain.

Margolis and Kroes further suggested that there are at least five dimensions of job related strain which are generally consistent with this approach:

1. Short-term subjective state, *e.g.*, anxiety, anger and tension;
2. Long-term chronic psychological responses, *e.g.*, depression, general malaise and alienation.
3. Transient psychological changes, *e.g.*, levels of catecholamine, blood pressure, etc.;
4. Physical changes, *e.g.*, gastro-intestinal disorder and asthmatic attack; and
5. Work performance decrement.

McLean (1974) considered occupational stress as any work-related factor which produces a maladaptive response, including aversive effects on work performance and on interpersonal relationships. Taking into account all these conceptions of stress, he concluded that stress is neither stimulus response nor intervening variable, but rather a collective term which deals with any demand which taxes the system, whatever the system may be (physiological, social or psychological) and responses of that system to the taxing demands.

Kobase (1979) has referred a number of studies conducted during the last 20 years, say for instance, Dohrenwerd and Dohrenwerd (1974); Gunderson and Rahe (1974); Paykel (1974); Holmes and Masude (1974); Toffler (1970); Brodsky (1977); Madi (1976); Averill (1973); Antonovsky (1974); White (1959); Coelho (1974); and Mass (1973). These studies have suggested that stress precipitates somatic and psychological disease (Dohrenwerd and Dohrenwerd; Gunderson and Rahe, 1974).

Paykel (1974) also has confirmed the view that the recent life histories of hospitalised persons contain significantly more frequent and serious stressful events than do histories of matched controls from general population.

Holmes and Masude (1974) and many others attempt to draw a direct causal link between occurrence of stressful life events and on set of illness by reference to physiological

model of a stress reactions formulated by Selye. However, they fail to take into account what Selye goes on to say about individual differences and stress reactions. Mediators of the stress and illness connection which probably include physiological predisposition, early childhood experiences, social resources and more, importantly, personality are together responsible for what Selye calls the distinctive way in which individuals get into stress.

Toffler (1970) and Brodsky (1977) have characterised modern life to be inherently stressful. A person might indeed be able to keep from getting married or taking on a new mortgage, but how one can prevent the effects of population or overcrowding or being assigned to a different job when his company signs a new contract. Further increasing level of stress tends to coincide with increasing opportunities and potential resources. By avoiding stress modern persons may be turning away from a chance to better their lives.

The persons who experience high degrees of stress without falling ill have a personality structure differentiating them from persons who become sick under stress. This characteristic can be termed as hardiness. The conceptual source of the supposition in contrast to the passive and reactive view of human kind found in most stress and illness work, is a set of approaches to human behaviour that Madi (1976) calls fulfilment theories. Hardy persons are considered to possess the following characteristics :

- (a) A belief that they can control influence of the events of their experience;
- (b) An ability to feel deeply involved in or committed to the activities of their lives; and
- (c) An anticipation of change on an exciting challenge to further development.

While explaining his laboratory observation Averill (1973) observes that some organisms are not debilitated by stressful stimuli. According to him, the highly stressed but healthy persons are supposed to have:

- (a) Decisional control or capability of autonomously

- choosing among various courses of action to handle the stress;
- (b) cognitive control or the ability to interpret, appraise, and incorporate various sorts of stressful events into an on-going life plan and thereby de-activate their jarring effects; and
  - (c) coping skill or a repertory of suitable response to stress developed through a characteristic motivation to achieve across all situations. In contrast the highly stressed persons who become ill are powerless, nihilistic and low in motivation for achievement when stress occurs, they are without recourse for its resolution, give-up what little control they do possess and succumb to the incapacity of illness.

In order to keep away from stress and enjoy better health some sort of commitment is necessary. Because committed persons have a belief system that minimises the perceived threat of any stressful life event. The encounter with a stressful environment is mitigated by a sense of purpose that prevents giving up our own social context and oneself in times of great pressure.

Autonovsky (1974) supports the contention of commitment and explains that committed persons feel an involvement with others that serves as a generalised resistance resource against the impact of stress. Although commitment to all areas of life should be characteristic of highly stressed persons who do not fall ill. However, one area is singled out as particularly important for health and that is commitment to self, *i.e.*, an ability to recognise one's distinctive values, goals and priorities and an appreciation of one's own capacity to have purpose and to make decisions, support the internal balance and structure which White (1959) and Coelho *et. al.* (1974) deem essential for the accurate assessment of threat posed by a particular life situation and for the competent handling of it.

Mass (1973) holds the opinion that the persons who feel positively about change are catalysts in their environment and are well practised at responding to the unexpected. They have a predisposition to be cognitively flexible whci

allows them to integrate and effectively appraise the threat of new situations. Their basic motivation for endurance allows them to persist even when new information is exceedingly incongruous and thereby maximally provoking of strain and illness.

It has been the working theory of social scientists that the present age, is an age of anxiety. Numerous studies that have probed into the consequences of living under continual and/or severe stress so far equivocally prove that:

1. the stress produces mental illness (Eisenstadt, 1966; Wolfe and Goodell, 1968; Jaco, 1970; and Toffler, 1970);
2. it is related to various kinds of maladjustive behaviour such as suicide and withdrawal (Eisenstadt, 1966; Spradly and Phillips, 1972);
3. it is the cause of disease (Ogilvie, 1964; Wolfe and Goodell, 1968; Dodge and Martin, 1970);
4. it leads to violent behaviour (Coser, 1957; Toffler, 1970; Borg, 1971); and
5. it may result in the use of drugs (Toffler, 1970; Marlowe, 1971).

Such findings are particularly significant in view of the fact that we are living in an age of rapid change. The social scientists like Hoffer (1952); La Pierre (1965); Rahe, McKean and Arthur (1967); Toffler (1970); Constantini, Davis, Broun and Ierrolino (1973) have argued that change is inherently stressful. If change leads to stress and stress leads to a variety of debilitating states of behaviour, then mankind today faces a grim existence.

## Three METHODOLOGY

### SAMPLE

KEEPING in view the various constraints of the study, *e.g.*, the limit of the time and staff, a sample of only 109 government executives was drawn for the purpose. As 9 of them could not provide the complete information, so only 100 executives constituted the final sample. The sampling was purposive. As such, whatever number could be available was taken up for study. These executives came to the Indian Institute of Public Administration for training and represented various ministries and public sector undertakings. However, they were all middle level practising administrators in the field or at the desk.

### COMPOSITION OF THE SELECTED GROUP

The group of the respondents had a heterogenous character and composed of various cadre. However, most of them belonged to higher strata of the society and were well placed in administrative life. The pattern of their distribution in terms of age, income, length of service and number of dependents in their family is given below for better understanding their composition.

#### *Age*

Although the age of the respondents varied from 26-56, however, the major cluster, is found at the age level of 41-45 years. There was none at the age level of 25 but there was one at the age of 56. Table 1 presents a clear picture of their age-wise distribution.

#### *Income*

Looking to the average income of an Indian citizen the

TABLE 1 AGE-WISE DISTRIBUTION OF RESPONDENTS

N=100

<i>Age Intervals</i>	<i>Frequency</i>	<i>Percentage</i>
25 and below	0	0
26-30	6	6
31-35	7	7
36-40	22	22
41-45	31	31
46-50	21	21
51-55	12	12
56 and above	1	1

respondents could well be said to be highly paid and consequently they may be assumed to be in a comfortable state. Their total income ranges from Rs. 1,000 to 4,500. There is one below Rs. 1,000 and three between 4,001-4,500. However, the major cluster is at the income range of Rs. 2,001-2,500. Table 2 would indicate the major trend of their income distribution.

TABLE 2 INCOME-WISE DISTRIBUTION OF RESPONDENTS

N=100

<i>Income class intervals</i>	<i>Frequency</i>	<i>Percentage</i>
Rs. 1,000 and below	1	1
1,001-1,500	4	4
1,501-2,000	13	13
2,001-2,500	36	36
2,501-3,000	29	29
3,001-3,500	11	11
3,501-4,000	3	3
4,001-4,500	3	3
4,501 and above	0	0

N.B. The total salary of the respondents has been assumed to be their income.

### *Length of Service*

The respondents were quite experienced administrators. The experience as reflected through their length of service varied from 5 to 33 years, which is quite wide and rich. There are 3 respondents having 5 years' experience, and 6 above 31 years of experience. However, the major cluster



lies at the range of 16-20 years. Table 3 indicates the trend of their experience as shown through their length of service.

TABLE 3 LENGTH OF THE SERVICE OF RESPONDENTS  
N=100

<i>Class interval of length of service</i>	<i>Frequency</i>	<i>Percentage</i>
5 years and below	3	3
6—10	9	9
11—15	17	17
16—20	32	32
21—25	12	12
26—30	21	21
31 years and above	6	6

#### NUMBER OF DEPENDENTS IN THE FAMILY

Most of the respondents except 9 were having dependents in their family. The number of dependents in the respondents family varied from 0 to 8. The pattern of distribution of dependents is shown below in Table 4. However, most of them were having 3-4 dependent members in their family. It is also worth noting that 2 respondents were having 7 and 8 dependents in their family but 9 were having no dependents.

TABLE 4 NUMBER OF DEPENDENTS IN THE FAMILY  
OF RESPONDENTS

N=100

<i>Number of dependent members</i>	<i>Frequency</i>	<i>Percentage</i>
0	9	9
1	5	5
2	14	14
3	29	29
4	26	26
5	10	10
6	5	5
7	1	1
8	1	1

#### INSTRUMENTATION

Following instruments were used in the study:

1. Langner's Psycho-Physical Strain Scale (1962),

2. Hostility Test (Paliwal, 1982), and
3. Job-stress Test (Paliwal, 1982).

As the title suggests, these tests go to measure various aspects of psycho-physical strain, hostility and job-stress and are reported to have high reliability and validity. The brief description of each of the tests however is given below for better understanding.

### *Langner's Psycho-physical Strain Scale*

The Langner's 22-item screening instrument was developed to enable detection of mental illness in the people. Each item in the scale is a statement or a question regarding the presence of either a psychological or a somatic symptom. The respondent is required to indicate whether or not the item applies to him. This scale by no means, covers the whole range of phycho-pathology. It would probably fail to identify persons with organic brain damage, the mentally retarded and the sociopaths. However, it does provide a rough indication of where people lie on a continuum of impairment in life functioning due to very common types of psychiatric symptoms.

Seiler (1973) effectively criticises the use of the Langner scale as a measure of mental illness. However, he considers it as a measure of psychological stress and physical malaise in the respondent. He cites a body of findings which seems to substantiate its use as a measure of psycho-physiological strain. Seiler's commentary suggests that Langner scale should be viewed as a measure of situational strain in the respondent, which is an indicator of coping struggle occurring within the individual, rather than as a measure of chronic psychiatric impairment. Since strain is a close and an efficient predictor of health breakdown due to psycho-somatic causes. It was considered worthwhile to use it for the purpose. In a sense the strain measure amalgamates the effects of the life changing events, the subjective appraisal of the events, and the capacities of the individual to deal with challenges. In fact, strain is the syndrome which in most psycho-somatic models is a close pathogenic antecedent of illness.

*Scoring System*

In all there are 22 items in the Langner's scale. Each item is followed by 4 or 5 alternative responses for example, 'yes', 'no', 'DK', and 'NA' or 'often'; 'sometimes', 'never', 'DK' and 'NA'. The responses 'yes' and 'often' are pathognomonic responses and are considered as positive ones. The positive responses are given 1 score each. The positive responses are summed up and the magnitude of the score becomes the basis of judgement about mental impairment.

*Hostility Test*

This test consists of 30 items and is based on different categories of hostility as described by Gottschalk *et. al.* (1969) and Gottschalk (1972). Gottschalk and his associates have distinguished four forms of hostility from the content analysis of empirical data. These forms are:

1. Hostility (overt),
2. Hostility (covert),
3. Hostility inward, and
4. Ambivalent hostility.

*Brief Explanation of Gottschalk's each type of Hostility*

1. Hostility outward (overt) consists of verbalising the adverse criticism of others, and expressing anger toward others and anti-social impulses and drives towards objects outside oneself. In this situation, the 'self' is the actor. The self criticises and blames others, depreciates others and expresses dislike for other beings.
2. Hostility outward (covert) consists of 'self' describing others as persons engaged in criticising, blaming, expressing anger or dislike of other human beings. The individual does not express hostility in an open manner but rather covertly through others.
3. Hostility inward consists of self-directing blame on oneself rather than on others. This covers self-hate, self-criticism, feelings of anxious depression and masochism.
4. Ambivalent hostility comprises of 'self' verbalising

destructive, infurious, critical thoughts of other humans toward the self or threatening to do so.

Each type of hostility has been found conceptually associated with one of Seeman's (1959) form of alienation as indicated below:

1. Hostility outward, (overt) is associated with *isolation*.
2. Hostility outward (covert) is associated with *powerlessness*.
3. Hostility Inward is associated with *self-estrangement*.
4. Ambivalent hostility is associated with *Normlessness*.
5. Meaninglessness does not however have a counterpart in hostility typology.

Out of these four categories of hostility, only three, namely, hostility outward (overt); hostility outward (covert); and hostility inward have been used in the study. The fourth category, namely, the ambivalent hostility has been excluded for purposes of ease and clarity in understanding.

Items 1 to 10 of the hostility test refer to hostility outward (overt); items 11 to 20 refer to hostility outward (covert) and items 21 to 30 refer to hostility inward.

*Scoring System:* As mentioned earlier the test contains 30 items. Each item contains two alternative responses, namely, 'Agreement' or 'Disagreement'. 'Agreement' with the items showing any category of hostility is given a score 1 and 'Disagreement' is given 0 score. The maximum score is 30 and the minimum score is 0.

#### *Job Stress Test*

The test consists of 44 items or statements. Each item is followed by two types of responses, namely, 'True' and 'False'. These items were selected from job related stress and covered various dimensions as for example, items 1 to 14 measured satisfaction or dissatisfaction on the job; items 26 to 34 measured work environment; items 35 to 38 demographic variables like family income and items 39 to 44 measured job and other life conflicts.

*Klausner* (1971) pointed out that in stress and adaptation a person with a given set of beliefs, values commitments and skills encounters a situation when a person construes an encounter as damaging, threatening or challenging, he experiences psychological stress. Psychological stress neither resides in the situation nor in the person. It depends on both. It arises from adaptational relationship as it is appraised by the person. The relationship is called transaction.

*Scoring System:* In order to measure the strength of the stress, a score value of 1 is given if the items 1-7, 9-13, 15, 38 and 44 are answered as false. However, a score of 1 is also given when items 8, 14, 16-37 and 39-43 are answered as true. If the same items are answered contrary to the above criteria then a score of zero is given. The system of scoring used in the study is zero or one. The maximum score is 44 and the minimum score is 0.

#### DATA COLLECTION

The data was collected from the participants of various courses conducted by IIPA, New Delhi with the help of three Psychological tests, namely, (a) Psycho-Physical Strain Scale, (b) Hostility Test, and (c) Job-stress Test. The tests were administered to the participants only after establishing rapport with them and ensuring their cooperation.

Respondents were asked to follow the instructions of each test strictly and to respond to the items sincerely. They were also asked to observe the time limits prescribed for each test and check the items as quickly as possible. Since there were no 'right' or 'wrong' answers for the items, the respondents were therefore asked to feel free and react the way they like but truly and sincerely.

The source and the strength of the data have been shown in Table 5.

Thus the data was collected from as many as 109 respondents. Of them only 100 respondents have been included in the study. The remaining 9 respondents were dropped for want of complete information.

TABLE 5 SOURCE AND STRENGTH OF DATA

Sl. No.	Location	Title of the course	Total No. of participants	Participants covered	Tests Administered	Remarks
1.	IIPA, New Delhi	VII MDP for empanelled Dy. Secys.	24	13	1. Psycho-Physical Strain Scale	9 respondents were
2.	do.	VIII APPPA	29	14	2. Hostility Test 3. Job-Stress Test	dropped on account of incomplete information
3.	do.	MOP V course in Personnel Management	33	20	-do-	furnished by them.
4.	do.	IV MDP	21	20	-do-	
5.	do.	XXVI ALB	17	15	-do-	
6.	do.	MOP VI Course on Personnel Management	24	16	-do-	
7.	do.	MDP VII Course on New dimensions in the Management of Human Resources	15	11	-do-	
			163	109		

MDP = Management Development Programme.

APPPA = Advanced Professional Programme in Public Administration.

MOP = Management Orientation Programme.

ALB = Administrative Leadership and Behaviour.

### *Coding and Scoring*

The whole data was coded and scored. The coding was done in terms of training programmes and the scoring in terms of the Manual provided for each test.

### *Tabulation*

The raw scores of individual respondent in terms of three variables, namely, strain, hostility and stress were found out and the itemwise data on each of the respondents was tabulated.

*Analysis*

The data was analysed with the help of sophisticated techniques. Consequently, Mean, Standard Deviation and Correlation were computed. Multiple regression was also carried out and the data on stress were subjected to factor analysis.

## Four RESULTS

AFTER analysis of data the results obtained are presented in the following pages. These results may appear to be discouraging yet, they reveal interesting sidelights on the life and work of the executives. For example, the results of the psycho-physical strain scale given in Table 1 indicate the antecedents of mental illness in them.

TABLE 1 SHOWING ITEMWISE MEAN SCORE AND SD OF  
PSYCHO-PHYSICAL IMPAIRMENT

N=100

<i>Items</i>	<i>Mean</i>	<i>SD</i>
1	0.09	0.28
2	0.23	0.42
3	0.06	0.23
4	0.09	0.28
5	0.01	0.10
6	0.06	0.23
7	0.20	0.40
8	0.29	0.45
9	0.01	0.10
10	0.01	0.10
11	0.00	0.00
12	0.07	0.25
13	0.17	0.37
14	0.08	0.27
15	0.01	0.10
16	0.00	0.00
17	0.10	0.30
18	0.07	0.25
19	0.26	0.44
20	0.22	0.41
21	0.05	0.21
22	0.47	0.50

Table 1 shows that the highest Mean Score is 0.47 with SD 0.50 and the lowest Mean Score is 0.01 with SD 0.10.



The following picture emerges when Mean Scores were arranged in rank order and interpreted in terms of percentages.

TABLE 2 SHOWING RANK AND VALUE OF THE ITEMS ON  
PSYCHO-PHYSICAL IMPAIRMENT

N=100

<i>Rank</i>	<i>Items</i>	<i>Value</i>	<i>Percentage</i>
1	22	47	47
2	8	29	29
3	19	26	26
4	2	23	23
5	20	22	22
6	7	20	20
7	13	17	17
8	17	10	10
9	1, 4	9	9
10	14	8	8
11	12, 18	7	7
12	3, 6	6	6
13	21	5	5
14	5, 9, 10, 15	1	1
15	11, 16	0	0

Table 2 shows that item No. 22 carries the highest value loadings which could be interpreted to mean that 47 per cent of the respondents consider the futility of everything and wonder whether anything is worthwhile any more; 29 per cent of them are worrying type and 26 per cent suffer from loneliness to such an extent that they feel lonely even among friends. As many as 23 per cent of them have had periods of days, weeks or months when they could not take care of things and consequently could not get going; whereas 22 per cent feel that nothing ever turns out for them, the way they want it to. As such their wishes are not fulfilled.

One-fifth of them (20%) clearly admit that they have had periods of such a great restlessness that they could not even sit long and still in a chair. Acid stomach bothers 17 per cent of them several times a week. But for 10 per cent fullness or closing in head or nose is there much of the time. Much less number that is 9 per cent feel weak all over much of the time and get hot suddenly quite often.

Memory dupes 8 per cent of them and 7 per cent have so

much personal worries that they go down and become physically ill. They even have trouble in getting to sleep. As little as 6 per cent have poor appetite and are in low spirit most of the time. But 5 per cent of them complain against their headache.

One per cent is bothered by hard heart beating, shortness of breath, nervousness, irritability, fidgety, tension and cold sweats. However, there is none who has ever had any fainting spells and hand trembling.

TABLE 3 SHOWING ITEMWISE MEAN SCORES AND SD OF HOSTILITY

N=100

<i>Items</i>	<i>Mean</i>	<i>SD</i>
1	0.56	0.50
2	0.89	0.31
3	0.63	0.48
4	0.66	0.48
5	0.85	0.36
6	0.41	0.49
7	0.39	0.49
8	0.21	0.41
9	0.06	0.24
10	0.04	0.20
11	0.16	0.37
12	0.22	0.42
13	0.52	0.50
14	0.20	0.40
15	0.29	0.46
16	0.10	0.30
17	0.35	0.48
18	0.33	0.47
19	0.19	0.39
20	0.33	0.47
21	0.17	0.38
22	0.14	0.35
23	0.30	0.46
24	0.08	0.27
25	0.07	0.26
26	0.04	0.20
27	0.06	0.24
28	0.03	0.17
29	0.06	0.24
30	0.13	0.34

Similarly the Mean and SDs of each of the variables of Hostility and Stress were computed and are given in the following tables.

Table 3 shows that highest mean score is 0.89 with  $SD=0.31$  and the lowest mean score is 0.03 with  $SD=0.17$ . The following pattern emerges when mean scores were arranged in rank order and interpreted in terms of percentages. The Government Executives have expressed more hostility than the psycho-physical impairment as is evident from Table 4.

TABLE 4 SHOWING RANK AND VALUE OF THE ITEMS  
ON HOSTILITY MEASURE

N=100			
<i>Rank</i>	<i>Items</i>	<i>Value</i>	<i>Percentage</i>
1	2	89	89
2	5	85	85
3	4	66	66
4	3	63	63
5	1	56	56
6	13	52	52
7	6	41	41
8	7	39	39
9	17	35	35
10	18, 20	33	33
11	23	30	30
12	15	29	29
13	12	22	22
14	8	21	21
15	14	20	20
16	19	19	19
17	21	17	17
18	11	16	16
19	22	14	14
20	30	13	13
21	16	10	10
22	24	8	8
23	25	7	7
24	9, 27, 29	6	6
25	10, 26	4	4
26	28	3	3

Table 4 shows that item No. 2 which reflects authoritarian and incompetent behaviour carries the highest rank and value loadings. The data on the item speaks for itself.

and suggests that 89 per cent of the respondents are against the authoritarian and incompetent behaviour and are in no case prepared to tolerate it. Political pressure is a common feature in government departments, but it has become so acute now that 85 per cent of them oppose it vehemently and allege that it is the root cause of indiscipline and irregularities.

As many as 66 per cent of them feel that the bosses are in the habit of taking extreme steps on trifles. As such they must be boycotted; 63 per cent of them wish that malicious remarks passed by them must be publicly condemned. Quite a significant proportion of the respondents (56%) allege that the senior officers are though themselves incompetent, yet they put the blame on their subordinates. More than fifty per cent (52%) clearly allege that the self centred people are responsible for creating faithlessness.

The whole system is so faulty that it creates irritation in their minds. As many as 41 per cent of the respondents feel irritated on account of the system. Targeted as reported by 39 per cent are usually those who bear no kinship with holders of power. More than one third (35%) of them emphatically assert that the superior officers have become so selfish that they think only in terms of their own interest and hardly care for the interests of their subordinates.

Nearly one third of the sample (33%) complain that authority does not take them into confidence and consult them at the time of framing of the rules. And assignments are given without clear-cut instructions.

To adapt with maladapted is being accepted as a norm, as a result 30 per cent of them find it hard to fit in such a situation. Whereas 29 per cent of them feel that the people here engineer such situations which are quite uncomfortable and annoying to others. However, 22 per cent of them clearly state that they can expose all those who indulge in malpractices provided they get a chance to speak to higher authority.

No amount of sincerity and efficiency in work can win applause here. This is the feeling carried by 21 per cent of the respondents. Whereas 20 per cent of them are so much fed up that they can never advise their friends or relatives to come to this job. They (19%) inform that they have to work in the horrible circumstances and are not even allowed to

work with the people of their choice. Looking within 17 per cent of the respondents feel that they are no good in the present social set-up. And it would have been better for them if they had not been in service.

Quite a few (13%) of them are conscious of their limitations and feel that these are inherent in them. Whereas 10 per cent of them prefer to put the blame on the superiors and subordinates. Because these people do not appreciate their sincere labour; rather their work, which is done with so much devotion, is depreciated. The present world seems to be full of malafides according to them. Under the pressure of these circumstances, they appear to have developed a suicidal tendency and feel that it is desirable for them to choke their throat and end up their life. The negation of self is developed so much in 7 per cent of them that they think themselves as worthless. They wonder as to what for they should eat, dress, enjoy and build.

Of the respondents six per cent believe in fate and feel that the stars are against them. Consequently they consider themselves to be unfortunate persons. They firmly believe that they cannot progress. They don't know why they lose hopes even before the assignment is undertaken. Day in and day out they encounter dislike, accusations and slogans of subordinates against them.

Four per cent of them feel that their superiors and subordinates are out to find fault with their behaviour. Even their trustworthy mates have belied their faith and they have been left with no one to support them. As a result, they have lost all zest for life.

Three per cent of them have become so hopeless that they can't solve minor problems even after long efforts whereas persons younger in age get over the difficult problems in a short time.

Table 5 shows that the highest mean score is 0.45 with  $SD=0.50$  and the lowest mean score is 0.04 with  $SD=0.20$ . The following picture emerges when the mean scores were arranged in rank order and interpreted in terms of percentages. Though various factors could be attributed to stress on job yet the intensity of each one of them differs, from one another. Table 6 makes the point clear.

TABLE 5 SHOWING THE ITEMWISE MEAN SCORES  
AND SD OF JOB STRESS

N=100

<i>Items</i>	<i>Mean</i>	<i>SD</i>	<i>Items</i>	<i>Mean</i>	<i>SD</i>
1	0.12	0.33	23	0.17	0.38
2	0.45	0.50	24	0.28	0.45
3	0.28	0.45	25	0.23	0.42
4	0.19	0.39	26	0.12	0.33
5	0.43	0.50	27	0.24	0.43
6	0.13	0.34	28	0.11	0.31
7	0.24	0.43	29	0.20	0.40
8	0.38	0.49	30	0.27	0.45
9	0.23	0.42	31	0.16	0.37
10	0.44	0.50	32	0.04	0.20
11	0.10	0.30	33	0.19	0.39
12	0.29	0.46	34	0.16	0.37
13	0.26	0.44	35	0.16	0.37
14	0.24	0.43	36	0.08	0.27
15	0.17	0.38	37	0.18	0.39
16	0.34	0.48	38	0.16	0.37
17	0.42	0.50	39	0.27	0.45
18	0.29	0.46	40	0.07	0.26
19	0.12	0.33	41	0.25	0.43
20	0.16	0.37	42	0.23	0.42
21	0.22	0.40	43	0.09	0.29
22	0.12	0.33	44	0.15	0.36

TABLE 6 SHOWING RANK AND VALUE OF ITEMS ON  
JOB-RELATED STRESS

N=100

<i>Rank</i>	<i>Items</i>	<i>Value</i>	<i>Rank</i>	<i>Items</i>	<i>Value</i>
1	2	45	15	29	20
2	10	44	16	4, 33	19
3	5	43	17	37	18
4	17	42	18	15, 23	17
5	8	38	19	20, 31, 34, 35, 38	16
6	16	34	20	44	15
7	12, 18	29	21	6	13
8	24, 3	28	22	1, 19, 22, 26	12
9	30, 39	27	23	28	11
10	13	26	24	11	10
11	41	25	25	43	9
12	7, 14, 27	24	26	36	8
13	9, 25, 42	23	27	40	7
14	21	22	28	32	4

Table 6 shows the item No. 2 which is related to promotion carries the highest rank and value loadings. This means that the respondents feel a lot of concern for their promotion but 45 per cent of them feel that the policy regarding promotion is not being implemented as timely as it should. It gets unusually delayed. As many as 44 per cent of the respondents feel that their performance is not evaluated properly. It is always assessed subjectively without any criteria of objectivity. Financial stringency troubles everybody and the respondents are not an exception. As a result 43 per cent feel that their salary is not adequate to cope up with the situation. As many as 42 per cent of the respondents feel that the environment is quite depressing and if a staff member is unduly harassed there is none to support him and he is left without any support.

In the case of 38 per cent the workload is constantly rising without suitable compensation which is quite disheartening. Whereas 34 per cent of them feel that their colleagues are reserved in their inter-personal behaviour and only the formal relation exists among them; 29 per cent feel that upward downward communication is neither easy to flow nor it is appreciated and recognised within the sphere of job. They do not have autonomy in day to day working. As a result they cannot take decision independently. They are in a state of dilemma of what to do and what not to do.

Quite a significant proportion (28%) of the respondents feel that the physical conditions under which they work are within the control of others. As a result, their work efficiency and speed are hampered. Delays caused in work are difficult to be explained since it disturbs them emotionally. Overtime work which is quite frequent is hardly recognised which is quite distressing. The job timings and overtime engagements leave hardly any time to relax to 27 per cent of them. Every little item of work demands their major attention which causes irritation in them.

A little over one-fourth (26%) of the respondents are of the opinion that the supervisors hardly recognise the merit and worth of the subordinates, and 25 per cent feel that they are left with no time to discharge their social obligations and participate in religious and cultural

activities. Whereas 24 per cent of them feel that the system of discipline is neither humane nor flexible. There are several bosses whom they are supposed to obey or else they should be prepared for indictments. Unfortunately, their limited job skills keep them locked up with the present job. They feel that if they had wider skills, they would have changed for a more prestigious job.

A little over one-fifth of them (23%) do not find the rest breaks as regular. As a result, it hardly provides them an opportunity to relax. Besides, they think that their superiors oppose any innovative ideas and they are placed to work in stereotyped conditions which impede their progress. Very often they feel like leaving the job if they can find an alternative living source.

While highlighting the characteristics of their job, 22 per cent of them report that there are too many things to do all immediately. Otherwise, consequences will be grave. This blocks their head and they feel nervous. Whereas 20 per cent of them feel that their workload is so much increased that they fail to cope with it. Nearly one-fifth (19%) feel that their job is not exciting and their duties are of repetitive nature leaving hardly any chance for innovation. Hence, they feel chocked. While highlighting their miseries 18 per cent of them inform that they are the only bread winners in the family and the rest are simply dependent on them. Their woes are shared by none. They thus feel sunk amidst adverse economic conditions.

Seventeen per cent inform that their responsibility cross several sections of the department but they do not have power to coordinate, with the result, they feel frustrated. They do not feel interestingly absorbed in their work and feel bored.

Sixteen per cent of them feel that the nature of their assignment does not suit their task orientation and this keeps them worrying all the time. They do different things which have no bearing with one another. As such they feel a jerk in giving an appreciable output. Besides, they hold meagre authority to perform major tasks and their colleagues do not fall in line. They contend that their family is large and income is short and the job hardly leaves any time to look after them.



Thus a sense of neglecting the family always hovers their mind. Besides, they do not have any social support and security from their friends, neighbours, relatives and superiors.

Fifteen per cent of the respondents feel that the physical surroundings of the place of their work are not peaceful. Hence, they have to make concentrated efforts for task performance and interpersonal communication. Thirteen per cent of them feel that their immediate officer is neither sympathetic nor competent and reasonable. Whereas 12 per cent hold that they get conflicting orders from their immediate boss and other organisational authorities. The goals and means of carrying out the schemes of work and planned projects are stated to be vague and not clear to them. Thus to carry them out is not free from risk of penalty. Moreover, external pressures and extraneous considerations weigh heavily on their mind in the process of discharging the duties honestly. Above all, there is hardly any opportunity to use initiative, experience and novelty on this job.

Eleven per cent think that they are required to do conflicting things which tear their conscience and ten per cent feel that they have neither closeness nor distance from their superiors. Nine per cent feel more often sickly than healthy during the year.

Eight per cent of the respondents hold that their spouse are incapable to run the household. Hence, they cannot bank upon their competence. Their mind is divided between the job and the house. Seven per cent of them always have conflicts with their spouse whenever they are at home. Whereas 4 per cent feel that they take decisions under the influence that causes sense of guilt.

In addition to the itemwise Mean, the Group Mean and percentages of stress, hostility and psycho-physical impairment were also obtained. And these are given in Table 7.

Table 7 shows that Group Mean are not very high. And consequently, the percentages of stress, hostility and psycho-physical impairment are low. This further means that stress, hostility and psycho-physical disturbances are though there but they are not very high. The Bar Diagram given on page 30 elucidates the point more clearly.

TABLE 7 SHOWING GROUP MEAN AND PERCENTAGES

N=100

<i>Variable</i>	<i>Group Mean</i>	<i>Percentage</i>
Stress	9.43	21.5
Hostility	8.47	28.2
Psycho-Physical Impairment	2.55	11.6

In order to find out the relationship of stress, hostility and psycho-physical impairment with other demographic variables like age, experience, number of dependents and salary, coefficients of correlations were computed and an inter-correlation matrix was prepared. The following table provides correlation coefficients of these variables together with the level of their significance.

TABLE 8 CORRELATION COEFFICIENT MATRIX

	<i>Age</i>	<i>Experience</i>	<i>Depen- dents</i>	<i>Salary</i>	<i>Psycho- Physical Impair- ment</i>	<i>Hosti- lity</i>
Experience	0.92 (S=.001)	—	—	—	—	—
Dependents	0.10 (S=0.16)	0.15 (S=0.07)	—	—	—	—
Salary	0.08 (S=0.20)	0.10 (S=0.16)	-0.08 (S=0.21)	—	—	—
Psycho-Physical Impairment	0.03 (S=0.37)	-0.01 (S=0.46)	0.18 (S=0.04)	-0.08 (S=0.22)	—	—
Hostility	-0.04 (S=0.33)	-0.08 (S=0.21)	0.20 (S=0.02)	-0.13 (S=0.10)	0.40 (S=0.001)	—
Stress	-0.01 (S=0.47)	-0.05 (S=0.32)	0.16 (S=0.06)	-0.12 (S=0.12)	0.56 (S=0.001)	0.78 (S=0.001)

BAR DIAGRAM

MEAN VALUE

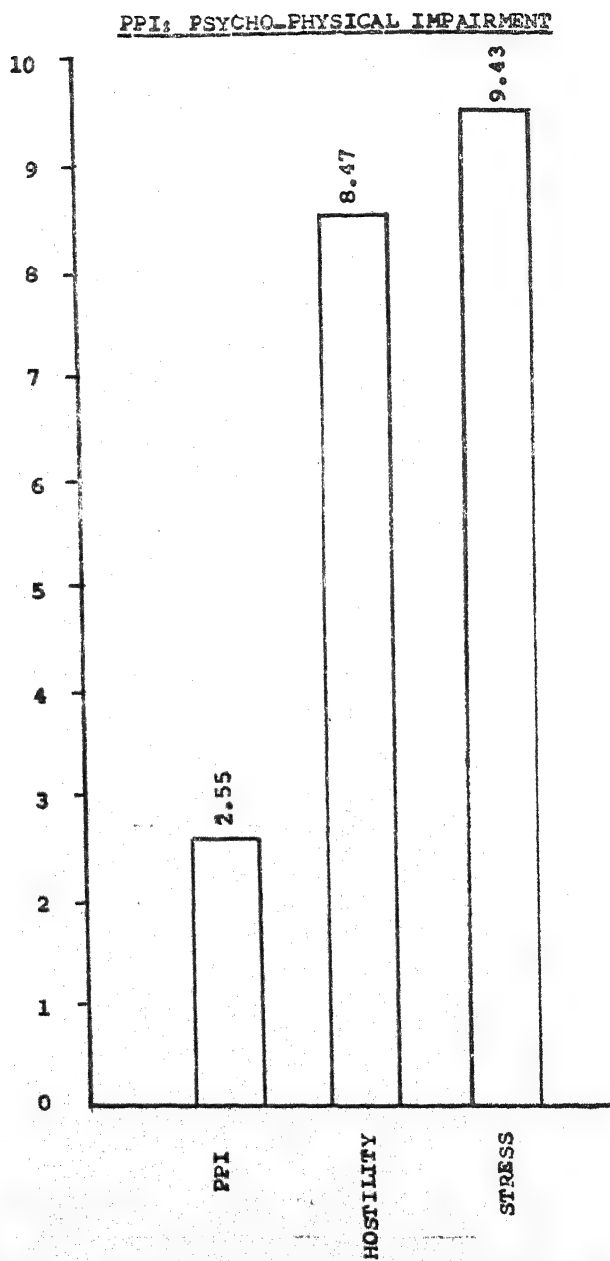


Table 8 shows that the results so obtained did not bring out any relationship of psycho-physical impairment, hostility and stress with demographic variables like age, experience, number of dependents in the family and salary. It is however, significant to note that psycho-physical impairment, hostility and stress had a positive relationship between them. For example, the psycho-physical impairment and hostility had a positive relationship with  $r=0.40$ ; psycho-physical impairment and stress with  $r=0.56$ ; and stress and hostility with  $r=0.78$ . All these correlations are significant at .001 level. In order to further ensure the relationship and also to find out how much independent variables like age, experience, number of dependents in the family and salary explain the dependent variable multiple regression model was applied. Stress was taken to be the dependent variable for the purpose and then the contribution of each of the independent variables was assessed. The results of stepwise multiple regressions are given in Table 9

The results on multiple regression show that none of the demographic variables significantly explain stress. Age is altogether eliminated and other variables hardly contribute anything significantly to stress. However, hostility and psycho-physical impairment together explain 68 per cent of variance in the stress. Hence, hostility alone can predict stress upto 60 per cent. Therefore, hostility is a very good predictor of stress. Contribution of psycho-physical impairment is also statistically significant in predicting stress.

In view of these results, it was thought necessary to identify the basic structure of stress on the job. Hence, the data were subjected to factor analysis using principal component method. The rotations were carried out by varimax criteria and factor coefficients were found out. Table 10 provides the Eigen values and percentage of variance explained by each of the factor.

In the light of the above table factors with one or more of Eigen value were retained for further analysis and the rest were dropped. In all, 15 factors were extracted and rotated as is evident from Table 11.

TABLE 9 SHOWING STEPWISE MULTIPLE REGRESSIONS WITH STRESS AS DEPENDENT VARIABLE

<i>Variable</i>	<i>Multiple R</i>	<i>R Square</i>	<i>RSQ Change</i>	<i>Simple R</i>	<i>B</i>	<i>BETA</i>	<i>F</i>
Hostility	0.78	0.60	0.60	0.78	1.02	0.66	104.69
Psycho- Physical	0.82	0.68	0.07	0.56	1.00	0.30	22.76
Impairment Dependents	0.82	0.68	0.00	0.15	-0.18	-0.03	0.32
Salary	0.82	0.68	0.00	-0.11	-0.00	-0.01	0.09
Experience Constant	0.82	0.68	0.00	-0.04	0.01	0.01	0.08

TABLE 10 SHOWING EIGEN VALUE AND PERCENTAGE OF VARIANCE

Variable	Eigen Value	Percentage of Variance	Cumulative Percentage
001	10.9	22.6	22.6
002	3.32	6.9	29.5
003	2.9	6.0	35.5
004	2.39	4.8	40.4
057	2.19	4.6	44.9
058	2.16	4.5	49.4
059	1.87	3.9	53.3
060	1.67	3.5	56.8
061	1.54	3.2	60.0
062	1.40	2.9	62.9
063	1.34	2.8	65.7
064	1.29	2.7	68.4
065	1.25	2.6	71.0
066	1.16	2.4	73.4
067	1.11	2.3	75.7
068	0.99	2.1	77.7
069	0.97	2.0	79.8
070	0.82	1.7	81.5
071	0.80	1.7	83.2
072	0.74	1.5	84.7
073	0.70	1.5	86.1
074	0.69	1.4	87.6
075	0.65	1.3	88.9
076	0.59	1.2	90.1
077	0.57	1.2	91.3
078	0.51	1.1	92.4
079	0.44	0.9	93.3
080	0.41	0.9	94.2
081	0.40	0.8	95.0
082	0.36	0.8	95.8
083	0.34	0.7	96.5
084	0.31	0.6	97.1
085	0.26	0.5	97.7
086	0.25	0.5	98.2
087	0.24	0.5	98.7
088	0.22	0.5	99.1
089	0.21	0.4	99.6
090	0.17	0.4	99.9
091	0.14	0.3	100.2
092	0.14	0.3	100.5
093	0.13	0.3	100.8
094	0.11	0.2	101.0
095	0.09	0.2	101.2
096	0.07	0.2	101.4
097	0.06	0.1	101.5
098	0.04	0.1	101.6
099	0.03	0.1	101.6
100	-0.80	-1.6	100.00

TABLE 11 SHOWING THE VARIMAX ROTATED FACTOR MATRIX

		<i>Factor 1</i>	<i>Factor 2</i>	<i>Factor 3</i>
VAR 001		0.03924	-0.02605	0.01318
VAR 002		0.04188	-0.05016	0.01636
VAR 003		0.09346	-0.12827	-0.09337
VAR 004		0.03484	-0.02274	-0.07926
VAR 057	1	-0.07746	0.07621	0.04458
VAR 058	2	0.00523	0.08596	-0.07467
VAR 059	3	0.33763	0.15284	-0.04035
VAR 060	4	0.05684	0.54089	0.01959
VAR 061	5	0.13952	0.09195	0.10405
VAR 062	6	0.09234	0.03022	-0.00754
VAR 063	7	0.17021	0.06033	0.01281
VAR 064	8	0.26437	0.3251	-0.01583
VAR 065	9	0.13126	0.05244	0.11006
VAR 066	10	-0.07537	0.32374	-0.04235
VAR 067	11	3.18117	-0.06021	0.05827
VAR 068	12	0.20027	0.04630	0.16288
VAR 069	13	0.09186	0.06810	0.05365
VAR 070	14	-0.00844	0.39347	0.06433
VAR 071	15	0.00899	0.80225	0.00324
VAR 072	16	0.12185	0.07812	0.14404
VAR 073	17	0.03734	0.12297	-0.04552
VAR 074	18	0.14943	-0.07034	-0.02127
VAR 075	19	0.04209	-0.17420	-0.21276
VAR 076	20	0.05419	0.37007	-0.09306
VAR 077	21	0.53534	0.07344	-0.02938
VAR 078	22	0.14287	0.37584	-0.09599
VAR 079	23	0.21802	-0.13639	0.07444
VAR 080	24	0.15008	0.20018	0.05573
VAR 081	25	0.02916	0.12834	0.03107
VAR 082	26	0.14599	0.08540	0.26579
VAR 083	27	0.34624	0.17239	0.00953
VAR 084	28	0.11191	0.27696	0.07793
VAR 085	29	0.78235	0.01602	0.11547
VAR 086	30	0.68583	0.17685	-0.22018
VAR 087	31	0.05297	0.48705	-0.02316
VAR 088	32	-0.07378	-0.01932	-0.12073
VAR 089	33	0.22531	0.17521	-0.02878
VAR 090	34	0.22964	0.30491	0.13743
VAR 091	35	0.09054	0.18802	0.03959
VAR 092	36	0.16709	0.03571	0.00412
VAR 093	37	0.16882	0.09724	-0.01940
VAR 094	38	0.10460	0.69678	0.05713
VAR 095	39	0.60389	-0.08417	0.18984
VAR 096	40	0.19436	0.12602	0.05740
VAR 097	41	0.78004	0.00745	0.02559
VAR 098	42	0.40690	0.17818	0.13558
VAR 099	43	0.14153	0.19602	1.04620
VAR 100	44	0.10306	-0.04324	0.04501

(Contd.)

	Factor 4	Factor 5	Factor 6
VAR 001	0.05684	-0.05091	-0.05473
VAR 002	0.03206	-0.07835	-0.00391
VAR 003	0.04321	-0.03679	0.00467
VAR 004	-0.07684	0.00846	0.01951
VAR 057 1	-0.10424	0.12020	0.03291
VAR 058 2	-0.07966	0.03888	0.24781
VAR 059 3	0.16878	0.12974	-0.00706
VAR 060 4	0.17337	-0.04569	0.01800
VAR 061 5	0.04825	0.11306	0.03047
VAR 062 6	0.78812	-0.00459	-0.08354
VAR 063 7	0.25656	-0.21748	0.21908
VAR 064 8	0.25652	0.10733	-0.10843
VAR 065 9	0.20777	0.16490	-0.01971
VAR 066 10	0.07477	0.17139	0.08537
VAR 067 11	-0.03266	0.2307	0.20959
VAR 068 12	0.02301	0.37759	0.12339
VAR 069 13	0.18114	0.01835	0.22530
VAR 070 14	-0.03753	0.13779	0.13031
VAR 071 15	0.09588	0.10423	0.02474
VAR 072 16	-0.14203	0.43804	0.45269
VAR 073 17	0.15997	0.06483	0.05171
VAR 074 18	0.22328	0.27195	0.37812
VAR 075 19	-0.03285	0.39822	0.61471
VAR 076 20	0.50504	0.14570	0.18099
VAR 077 21	0.02511	0.24904	0.14339
VAR 078 22	0.03446	0.13143	0.12446
VAR 079 23	0.46625	0.15079	0.12752
VAR 080 24	0.04621	0.05667	0.40905
VAR 081 25	0.29008	0.63915	0.02101
VAR 082 26	0.30255	0.01790	0.60188
VAR 083 27	-0.04078	0.10714	0.50957
VAR 084 28	0.03837	-0.12071	0.79349
VAR 085 29	0.00220	-0.02102	0.02743
VAR 086 30	0.19567	0.06668	0.23085
VAR 087 31	0.23512	0.18481	0.21226
VAR 088 32	0.64040	0.06598	0.08107
VAR 089 33	0.01215	0.73975	0.04679
VAR 090 34	0.15340	0.35396	0.35332
VAR 091 35	0.10547	0.21240	0.05142
VAR 092 36	-0.01190	0.19909	0.01359
VAR 093 37	0.34944	0.44739	-0.00098
VAR 094 38	-0.08389	0.09157	0.19070
VAR 095 39	-0.10155	0.21410	0.26535
VAR 096 40	-0.04701	-0.00816	-0.07050
VAR 097 41	0.07734	0.07893	0.01178
VAR 098 42	0.59326	0.18707	0.22987
VAR 099 43	0.15559	0.11077	0.22351
VAR 100 44	0.09063	0.06050	0.15424

(Contd)



		Factor 7	Factor 8	Factor 9
VAR 001		-0.00008	0.05477	0.93566
VAR 002		-0.00923	0.02854	0.93616
VAR 003		0.00724	0.02486	0.11139
VAR 004		-0.05062	0.05128	0.14958
VAR 057	1	0.07422	0.12786	-0.09072
VAR 058	2	-0.08202	0.24265	0.16953
VAR 059	3	-0.02666	0.64239	-0.04633
VAR 060	4	0.11785	-0.06196	-0.02878
VAR 061	5	0.09473	0.05440	-0.06373
VAR 062	6	0.16346	-0.02613	0.11976
VAR 063	7	0.43007	0.48079	-0.17742
VAR 064	8	0.29309	0.15383	0.00017
VAR 065	9	0.02309	0.24525	0.03866
VAR 066	10	0.42997	0.16241	-0.12314
VAR 067	11	0.25533	0.72137	0.19805
VAR 068	12	0.58401	-0.14575	-0.16500
VAR 069	13	0.67226	0.14407	0.03321
VAR 070	14	0.28780	0.38581	0.26525
VAR 071	15	0.00732	-0.03816	-0.23651
VAR 072	16	0.17002	0.35773	0.09653
VAR 073	17	0.07482	0.05934	-0.03896
VAR 074	18	0.29834	0.20236	-0.00637
VAR 075	19	0.10630	0.05404	0.03541
VAR 076	20	-0.14446	0.01937	-0.19061
VAR 077	21	0.09978	0.46944	-0.03445
VAR 078	22	0.62934	0.27575	0.03795
VAR 079	23	0.52733	0.08427	0.12006
VAR 080	24	0.12538	0.08495	0.04891
VAR 081	25	0.19956	0.03313	-0.22171
VAR 082	26	0.06847	0.15818	-0.20018
VAR 083	27	0.07461	0.02270	-0.09375
VAR 084	28	0.17520	0.13647	-0.02580
VAR 085	29	0.00960	0.25107	-0.03254
VAR 086	30	-0.08458	-0.11506	0.09556
VAR 087	31	0.07411	0.42794	0.01529
VAR 088	32	0.03643	0.40044	0.11150
VAR 089	33	0.05596	0.13804	-0.08370
VAR 090	34	0.13278	-0.05923	0.10821
VAR 091	35	-0.04940	0.25058	-0.16900
VAR 092	36	0.00043	-0.02984	-0.02024
VAR 093	37	-0.04767	0.47965	0.02688
VAR 094	38	0.10427	0.14562	0.14222
VAR 095	39	0.24501	0.11540	-0.03797
VAR 096	40	0.11007	0.25559	0.13776
VAR 097	41	0.18542	0.13150	0.12865
VAR 098	42	0.23526	0.11707	-0.09323
VAR 099	43	0.16612	0.07208	0.01173
VAR 100	44	0.15949	0.07291	-0.02698

(Contd.)

		Factor 10	Factor 11	Factor 12
VAR 001		-0.10106	0.02930	0.03051
VAR 002		-0.03772	-0.03480	0.02451
VAR 003		0.20342	0.06788	0.11485
VAR 004		-0.62656	-0.02582	-0.15579
VAR 057	1	0.00168	-0.05847	0.00465
VAR 058	2	0.22035	0.63491	0.19401
VAR 059	3	-0.03329	0.21513	-0.04361
VAR 060	4	0.19737	0.04890	-0.03442
VAR 061	5	-0.05125	0.74474	-0.10154
VAR 062	6	0.10929	0.02471	-0.08413
VAR 063	7	0.08856	0.16183	0.11577
VAR 064	8	0.00941	0.61161	0.08669
VAR 065	9	0.57262	0.08865	-0.19371
VAR 066	10	0.04771	0.51335	0.00882
VAR 067	11	0.01548	0.18948	0.12601
VAR 068	12	0.32286	0.14120	-0.13572
VAR 069	13	0.13660	0.22277	0.10002
VAR 070	14	0.20800	-0.13067	-0.14811
VAR 071	15	0.04383	0.11383	-0.01087
VAR 072	16	0.03338	0.08093	-0.01497
VAR 073	17	-0.07555	-0.08058	0.08401
VAR 074	18	-0.20050	0.31312	-0.15288
VAR 075	19	-0.17038	0.31504	0.15709
VAR 076	20	0.06099	0.11943	0.17500
VAR 077	21	-0.08131	-0.03887	0.00078
VAR 078	22	-0.25025	0.01774	0.11562
VAR 079	23	0.10352	0.02489	-0.03844
VAR 080	24	-0.00920	0.20940	0.31945
VAR 081	25	0.15697	-0.00965	0.19784
VAR 082	26	-0.11216	0.02637	0.11516
VAR 083	27	0.41009	-0.8127	-0.02439
VAR 084	28	0.03045	-0.02232	-0.15001
VAR 085	29	0.07019	0.15923	0.03611
VAR 086	30	0.10590	-0.00828	0.133045
VAR 087	31	0.07644	0.21731	0.02966
VAR 088	32	0.14322	0.14251	-0.02353
VAR 089	33	-0.02421	0.25050	0.09851
VAR 090	34	0.25381	0.04001	0.02188
VAR 091	35	-0.23302	0.30035	0.06043
VAR 092	36	-0.02709	0.05409	0.85385
VAR 093	37	-0.04895	0.07629	0.21349
VAR 094	38	-0.04718	0.05357	0.20231
VAR 095	39	-0.06761	0.06792	0.12468
VAR 096	40	0.41387	-0.05265	0.64778
VAR 097	41	0.02729	0.12077	0.15526
VAR 098	42	-0.15276	0.04088	-0.00425
VAR 099	43	0.12174	-0.05574	0.14920
VAR 100	44	-0.02151	0.08348	0.07923

(Contd.)

		<i>Factor 13</i>	<i>Factor 14</i>	<i>Factor 15</i>
VAR 001		0.03046	-0.01964	-0.01866
VAR 002		0.02921	-0.07334	-0.02092
VAR 003		0.74721	-0.04536	-0.05223
VAR 004		-0.09961	-0.07172	0.05488
VAR 057	1	-0.00617	0.865211	-0.02583
VAR 058	2	-0.00997	0.29215	0.08731
VAR 059	3	0.05228	0.05789	0.23557
VAR 060	4	0.00121	0.58575	0.23394
VAR 061	5	0.24500	-0.11366	0.07202
VAR 062	6	0.04180	-0.08258	0.18951
VAR 063	7	0.01356	0.13550	-0.19763
VAR 064	8	0.01590	-0.26633	0.03168
VAR 065	9	0.06799	-0.04066	0.48042
VAR 066	10	-0.10265	0.33335	0.01085
VAR 067	11	-0.00087	0.15754	0.05580
VAR 068	12	-0.10232	0.20480	0.13680
VAR 069	13	-0.15316	0.18873	0.17650
VAR 070	14	0.24713	-0.09690	0.14623
VAR 071	15	0.02481	0.22082	0.05552
VAR 072	16	-0.09199	-0.08318	0.12397
VAR 073	17	0.12508	-0.05153	-0.16643
VAR 074	18	0.24191	0.01385	0.16159
VAR 075	19	0.05974	-0.06628	0.07705
VAR 076	20	0.14997	0.05518	0.27139
VAR 077	21	0.19017	0.00058	0.03405
VAR 078	22	0.19900	-0.08002	0.08135
VAR 079	23	0.24796	-0.11128	0.05882
VAR 080	24	0.44059	0.02161	0.35841
VAR 081	25	0.10436	0.02014	0.22020
VAR 082	26	-0.12575	0.09979	0.31298
VAR 083	27	-0.03792	0.03201	-0.17008
VAR 084	28	0.11403	0.00017	0.08054
VAR 085	29	-0.05822	-0.01319	0.23209
VAR 086	30	0.13201	0.10736	-0.16106
VAR 087	31	0.17771	-0.06380	-0.14401
VAR 088	32	-0.11232	-0.04323	-0.38380
VAR 089	33	-0.02339	0.13986	-0.05480
VAR 090	34	0.04345	0.17364	-0.13214
VAR 091	35	0.52859	0.10001	-0.20642
VAR 092	36	0.17760	0.01335	0.03289
VAR 093	37	0.30875	0.03477	0.07565
VAR 094	38	-0.23130	-0.02897	-0.15864
VAR 095	39	0.18603	-0.11966	0.04165
VAR 096	40	-0.02604	-0.03895	0.06573
VAR 097	41	0.01904	-0.08811	0.07722
VAR 098	42	0.07224	0.13604	0.01799
VAR 099	43	0.06048	0.00901	-0.07772
VAR 100	44	-0.09214	0.04238	0.62336

From Table 11 it is clear that first 15 factors explain 75.7 per cent of total variance. The details of each of these factors together with their factor loadings are given below:

#### FACTOR 1 DEMANDING WORK

Variance=22.6%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
29	Heavy work load	.78
41	No time left for social obligation	.78
30	Even little item of work demands attention	.68
39	No time to relax due to overtime engagements	.60
21	Too many things to do	.53

Factor 1 explains 22.6 per cent of total variance. This factor is characterised mainly by the variables like heavy workload (factor loading=.78); lack of time for social obligation (factor loading = .78); demanding work (factor loading=.68); lack of time for relaxation (factor loading =.60); and too many things to do (factor loading=.53). Work of a demanding nature seems to be the central theme of this factor, which could cause anxiety and tension and result in stress. These situations, however, are related purely to work and can be controlled provided a change in the working system is introduced.

#### FACTOR 2 INTEREST IN WORK

Variance=6.9%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
15	Absorption in work	.80
38	Security and support from friends and others	.70
4	Exciting job	.54

Factor 2 explains 6.9 per cent of total variance. Interest in work is the central theme of this factor. Absorption in work with factor loading (.80); security and support from friends and others (.70) and the exciting job (.54) mainly

characterise this factor. Although the work is of an exciting nature, and the government executives feel interestingly absorbed in it, still it could be stressful for another reason. By keeping too much absorbed in work, they may be neglecting other social obligations which may call for resentment and thus result in stress.

### FACTOR 3 SICKNESS FEELING

Variance=6.0%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
43	Sickly feelings	1.05

Factor 3 accounts for 6.0 per cent of total variance. The feelings of sickness with the factor loading of 1.05 is the only variable under this factor which accounts for the general state of mind and which could be attributed to many other things like personality, organisation or society.

### FACTOR 4 JOB LEAVING FEELINGS

Variance=4.8%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
6	Good supervision	.79
32	Taking decision under pressure	.64
42	Job leaving feelings	.59
20	Unsuited assignment	.50

The fourth factor accounts for 4.8 per cent of total variance and is characterised by good supervision (.79); decision-making under pressure (.64); unsuited assignment (.50) and feelings of leaving the job (.59). The major theme of this factor seems to be the feeling of leaving the job. Despite the fact that immediate officer is reasonable and sympathetic, the government executives are allotted unsuited assignments and are forced to take decisions under pressure. This perhaps has led them to feel like leaving the job or job change. This is in spite of good supervision. Supervision alone cannot be the only decisive factor in job change because unsuited assignments and pressures created in

decisions to be arrived at, do create tension. Tension resulting in stress would, create a desire for change in one's job. Hence this factor reflects basic stress to the executive.

#### FACTOR 5 MONOTONY

Variance=4.6%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
33	Duties are of repetitive nature	.74
	No chance for innovation	
25	Opposition for innovative ideas	.64

The fifth factor accounts for 4.6 per cent of total variance. This factor is characterised by variables like repetitive duties (with factor loadings of .74) leaving behind hardly any chance for innovation, and opposition for innovative ideas (.64). The major theme of this factor is monotony and boredom which is generally created by routine type of task. Under these stereotyped conditions there is hardly any scope for innovation. Even if some innovations are suggested they face opposition and stiff resistance.

#### FACTOR 6 ROLE CONFLICT

Variance=4.5%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
28	Doing conflicting things	.79
19	External pressures	.61
26	Conflicting orders	.60
27	Multiple bosses	.51

Factor 6 explains 4.5 per cent of total variance and is characterised by variables like doing conflicting things (.79); external pressures (.61); conflicting orders (.60) and multiplicity of bosses (.51). The major theme of this factor is conflicting roles. There are multiple bosses and external pressures in the administrative system. As a result the government executives receive conflicting orders.

Role conflict is a major source of stress along with ambiguity. Kahn and others (1964) have established role

conflict as the main cause of stress. It could emerge as a result of conflicting role demands and also as conflicting orders from the role senders. Here the latter cause seems to generate stress.

#### FACTOR 7 COMMUNICATION GAP

Variance=3.9%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
13	Recognition of merit	.67
22	Unclear task	.63
12	Easy communication	.58
23	Lack of interdepartmental coordination	.53

Factor 7 explains 3.9 per cent of total variance. This factor is characterised by variables like recognition of merit (.67); unclear task (.63); easy communication (.58) and lack of interdepartmental coordination (.53). The theme of this factor seems to be diffused into positive and negative factors. There are two positive variables which go to explain that there is recognition of merit and easy communication flow but there are two negative variables also which go to explain that task is not clear and there is lack of interdepartmental coordination.

#### FACTOR 8 FEAR OF AUTHORITY

Variance=3.5%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
11	Distance from the superiors	.72
3	Undistressing overtime work	.64

Distance from the superiors (.72) and undistressing overtime work (.64) characterise the eighth factor which accounts for 3.5 per cent of the total variance. Fear of authority seems to be the major theme of this factor. That is why the government executives keep a distance from their superiors and find the overtime work not distressing. The respondents being senior executives, there is no question of payment for

overtime. Overtime here only means extra hours of work. Senior executive, have to put in extra hours of work if the task so demands. There is no question of their having any choice in the matter. Overtime is also part of the notion of acceptance of authority.

## FACTOR 9 TIME

Variance=3.2%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
Var 001	Age	.93
Var 002	Experience	.94

Age and experience seem to characterise the ninth factor. This factor accounts for 3.2 per cent of variance used. The factor loading of the variable age is .93 and that of experience is .94. These two variables do not fall with any other cluster like two other demographic variables. Thus they remain independent showing that temporal dimension may contribute to stress because these two variables may represent stagnation in job which is a serious matter so far as occupational stress is concerned. But overall score of stress does not show association with these time variables as also observed in results of multiple regression discussed earlier. Thus we can conclude that 9th factor could also be a factor of job stress.

## FACTOR 10 LEISURE

Variance=2.9%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
Var. 004	Salary	-.63
9	Regular rest pauses	.57

Factor 10 is characterised by salary (-.63) and regular rest pauses (.57). The variable of salary has the negative factor loadings. Whereas the rest pauses have the positive loadings. The major theme of this factor can be identified as leisure lack of which may cause stress. Salary, being inadequate, leisure may not really prove worthwhile. Thus lack of relaxation could cause stress.



## FACTOR 11 MATERIAL INCENTIVE

Variance=2.8%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
5	Adequate salary	.74
2	Promotion policy	.63
8	Rising workload without compensation	.61
10	Objective job evaluation	.51

Factor 11 accounts for 2.8 per cent of total variance. This factor is characterised by variables like salary (.74); promotion policy (.63); rising workload without compensation (.61); and objective job evaluation (.51). Material incentive is perhaps the major theme of this factor, which is quite significant in the sense that most of the government executives predominantly think in terms of these variables. Dissatisfaction with material incentives may cause stress. Lack of objective job evaluation might also contribute to administrative stress. Promotions, hit hard, if not provided for in the government system. Promotions are perhaps the only avenue open to the government executive and this is the key of all tensions and stresses in this system. Jobs being secure and salary scales being fixed, only promotions are the job motivators left to the government employees. Hence, it could be a main source of stress too.

## FACTOR 12 UNHAPPY HOME

Variance=2.7%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
36	Unhappy home	.85
40	Conflict with wife	.65

Twelfth factor explains 2.7 per cent of total variance. This factor is characterised by variables like unhappy home (.85) and conflict with wife (.65). The major theme of this factor is home which could be quite unhappy if there is lack of adjustment and conflict with wife. This is quite a significant and interesting factor. Because it directly affects the job

performance and is most likely to create stress. Unhappy man at home is a poor job performer.

### FACTOR 13 FAMILY LIABILITY

Variance=2.6%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
Var. 003	Number of dependents in the family	.75
35	Large family	.53

Thirteenth factor explains 2.6 per cent of total variance. This factor is characterised by large family (.53) and number of dependents in the family (.75). Family liability which is the major theme of this factor is equally an important variable. It is directly connected with income resources and contributes a lot of stress. If the expenditure exceeds the resources on account of large family one can very well imagine the consequences. It can in all probabilities cause stress.

### FACTOR 14 INITIATIVE

Variance=2.4%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
1	Opportunity to use initiative in job	.86
4	Exciting job	.58

Fourteenth factor explains 2.4 per cent of total variance. Variables like the nature of job which is exciting (.58) and opportunity to use initiative in job (.86) are the principle components of this factor. The major theme of this factor is initiative. However, lack of opportunity to use initiative could cause stress.

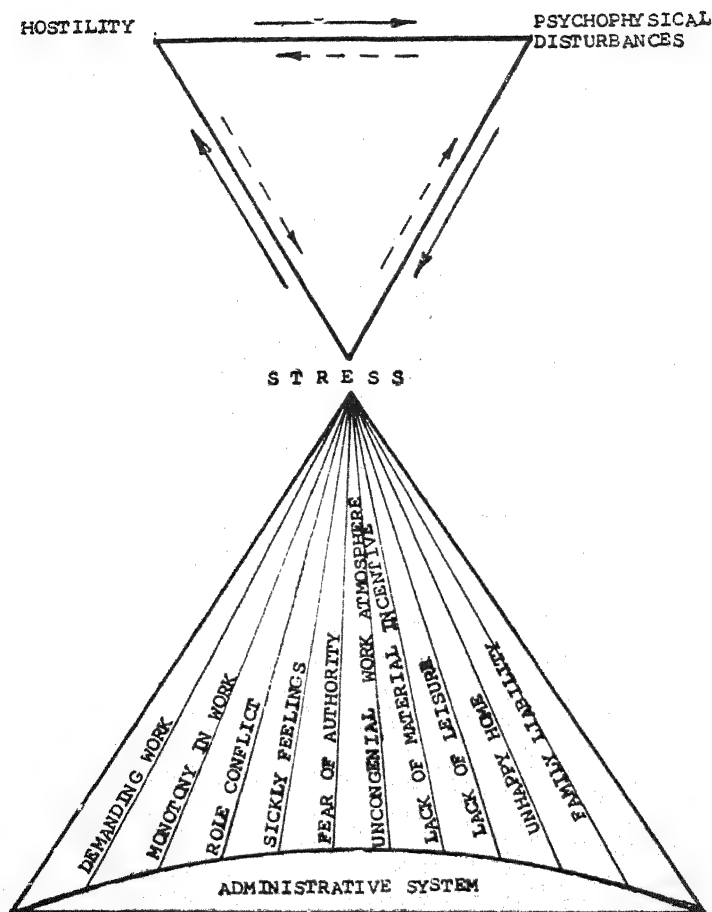
### FACTOR 15 WORK ENVIRONMENT

Variance=2.3%

<i>Item No.</i>	<i>Item</i>	<i>Factor Loading</i>
4	Work place	.62

Fifteenth factor explains 2.3 per cent of total variance. This factor is characterised by the variable of work place (.62). The major theme of this factor relates to work environment which if not healthy can contribute a lot to job stress.

### MODEL OF STRESS



All these factors emanate from administrative system. The administrative system could therefore be the main source of stress. Further, stress is having close relationship with hostility on the one hand and with psycho-physical impairment on the other. Hostility and psycho-physical impairment are also closely related. Thus a coordination seems to exist among them. The Model given on page 46 explains this triangular relationship and the coordination that exists in them more clearly.

According to this Model the administrative system characterised by these factors generates stress. When stress is there it leads to hostility; hostility leads to psycho-physical impairment and psycho-physical impairment in its turn, leads to stress. The relationship, brought out by the Model, however, is not undirectional. Consequently it can move the other way round also, and can become bidirectional. Besides, any of these variables may become the cause or the effect of other.

## *Five*      DISCUSSION

**T**HE results of the study indicate that there is a certain amount of stress, hostility and psycho-physical disturbances in administration. Yet, these are not so intense as to cause alarm in our minds. Nevertheless, they do provide a caution and seek for remedial measures. For example, the group mean of 9.43; 8.47 and 2.55 suggest that only 21.5 per cent are under stress; 28.2 per cent are hostile and only 11.6 per cent are disturbed psycho-physically. However, the item-wise Mean Scores reflect a different trend and present a clearer view of what is most distressing to the administrators.

The highest itemwise Mean Scores of 0.47; 0.89 and 0.45 suggest that 47 per cent of the administrators cherish the feelings of futility and wonder whether there is anything worthwhile any more in work or life. As many as 89 per cent have shown hostility and express their feelings against the authoritarian and incompetent behaviour and 45 per cent have shown their concern for enhancement in status and are interested in bettering their career through promotion. These Mean Scores more or less reflect a pathological trend and point to the cynicism, aggressive rejection of authority and status consciousness in administration.

Other factors derived from the Mean Scores of three variables also reflect the same trend and speak for anxiety, loneliness and restlessness; political pressures and unhealthy relationship with the superiors, lack of timely promotions, improper evaluation of job performance, highly debilitating work environment and unhealthy home, etc. These factors play no less role in developing this trend and causing poor health, hostility and stress in administration.

All this development in administration is not the result of their personality factors but it is rather the result of their experiences and stressful conditions in the government organisation. The administrative system in the government

organisation has become so much rigid, unresponsive and impersonal that it hardly takes care of the needs, aspirations, and interests of its people. As a result, it has developed cynicism, hostility and anxiety in its people. The powerlessness and helplessness of the people in administration for not overcoming the situation have further accentuated the situation and account for stress in administration. While talking about the characteristics of Indian Administration, Dayal (1973) has highlighted enough on the impersonality of Indian Administration and the effect it produces on its people.

One of the major causes of stress as highlighted by the results of the study is the lack of timely promotion. Promotion invariably implies higher status. Higher status implies higher authority and power. The higher authority and power imply greater participation and greater influence that one can exercise in decision-making. And great influence in its turn, implies greater satisfaction. Thus the power gaining is the main motive of an administrator, since power is gained through promotion, every person in administration, therefore, thinks in terms of promotion. But when promotion is denied and is not given timely then it becomes the major source of dissatisfaction and stress.

There are various studies in which it has been shown that high position power leads to high satisfaction. O'Connell and Cunnings (1976) have referred to a number of studies in which they have shown that people in position of high power are usually perceived as exercising some influence. Mulder (1959) found that greater the power a person in a task oriented group exerted, the greater are his feelings of satisfaction. Tannenbaum (1966) argues that increased participation should allow a person to exercise more control and influence over decision process and Wood (1972) found that influence and satisfaction were positively related but the relationship was much stronger for these with a strong power motive. Research by Cooper and Wood (1974) also supports the positive relationship between influence and satisfaction.

Although the study has not been able to establish relationship between stress and other variables like age, experience, number of dependents in the family and salary. Yet, it has certainly shown stress as contributing much to

hostility and other psycho-physical disturbances in administration. It would be quite significant to note that stress is highly related to both hostility and psycho-physical disturbances. Its correlations with hostility (0.78) and psycho-physical disturbances (0.56) are quite significant (at .001 level) and are adequate enough to explain the casual relationship between them.

Other significant feature of the results is the close association of hostility and psycho-physical disturbances. It is not the stress alone that causes psycho-physical disturbances but hostility also gives rise to psycho-physical disturbances as is evident from the correlation in-between the two. Statistically significant correlation between hostility and psycho-physical disturbances (0.40) justifies the contention.

Stress may not have created as much psycho-physical disturbances as required but it has certainly given rise to much of hostility by virtue of the close association that exists between the two. Hence, one can say that hostility is a good predictor of stress.

The multiple regression carried out for the purpose also reveals the same thing. No variable other than hostility better explains stress. Hostility and psycho-physical impairment together explains 68 per cent of variance in the stress whereas hostility alone explains stress up to 60 per cent. It could, therefore, be strongly asserted that hostility is the main predictor of stress and both go together hand in hand. Such findings have enabled us to produce a model of stress as explained in Chapter 4, page 46.

Hostility and anxiety have played the leading role as the chief motivational determinants of neurosis in more than half a century of psycho-analytic theory. All contemporary versions of psycho-analysis also give hostility a very central position as one of the two ego threats that usually underlie neurotic anxiety.

Karen Horney (1955) has gone so far as to suggest that hostility constitutes the main source for neurotic anxiety. Alexander (1948) and Fenichel (1934) consider hostility as one of the main source of ego threat. Many symptoms of neuroses can be traced to anxiety. Neurotic people in turn, show more and more anxiety which creates a vicious circle.

Such symptoms, however, have become an organisational issue as they affect interpersonal relationship. Some of the organisational problems of aggression or hostility can also be traced to the same source.

Better mutual relationship depends upon the extent to which a person is able to empathise with others. Such a person resorts less to blaming himself or others, even in times of stress. Foulds (1965) considered that blaming others without knowing the reason is to resort to ego-centricity. Blaming others or themselves are two aspects of general punitiveness. Increased egocentricity is associated with failure in mutual relationship and with increased punitiveness. According to Foulds hostility is a unitary entity which could be directed inward to the self or outward against other people or objects which both together refer to general hostility.

Factor analysis done for the purpose of finding out the basic structure of stress has shown that there are various factors which account for stress in administration. Out of the 15 factors extracted for the purpose, the following ones, however, explain stress more predominantly:

1. Demanding work,
2. Monotony in work,
3. Sickly feelings,
4. Role conflict,
5. Fear of authority,
6. Lack of material incentive,
7. Lack of leisure,
8. Unhappy home,
9. Family liability, and
10. Work environment.

These factors present a texture of stress which is self-explanatory. The texture is mainly represented by conflict, anxiety and hostility and hardly need any elaboration. However, quite a few researches could be quoted to confirm and support this texture. For example, Rogers (1977) found that workload was a frequent source of stress among many managers. Sales (1970) and Ivancevich (1974) found that



role overload as opposed to role underload, leads to more feelings of tension and anger, less enjoyment of the task, and less self-esteem.

The administrators are so much overburdened with the work that they hardly find any time to relax and to devote it to their family. As a result the family gets neglected. The continuous neglect of the family paves the way for role conflict and causes stress.

Dorustein (1977) has referred various studies in which the writers have dealt with the results of role conflict in organisations from the point of view of persons involved in and from [the point of view of the organisation itself—(Kahn *et. al.*, 1964, Tannenbaum, 1966, Sarbin and Allen, 1968; Rizzo *et. al.* 1970).

From the point of view of the person involved Sarbin and Allen (1968) maintain that role conflict causes 'Cognitive Strain'. That is the person involved finds it difficult to locate himself because of the conflicting cues from the environment as to his location.

Tannenbaum (1966) maintained that role conflict may decrease the motivation of position incumbents in organisation.

Kahn, *et. al.* (1964) for example found among others that role conflict decreases trust, attraction and respect of ego toward role partners. They also found that role conflict increases feelings of stress and anxiety and is accompanied by feelings of futility.

Rizzo, *et. al.* (1970) also found that role conflict is positively associated with feelings of stress and anxiety.

Kahn, *et. al.* (1964) and Rizzo *et. al.* (1970) found out that role stress among chief executives is positively associated with role conflict. Role conflict is associated mainly with the feelings of anomie.

Ahmed and Abdel (1978) examined the relative importance of each of the three role variables, *i.e.*, role conflict, ambiguity and overload and found out that these three are the sources of stress and dissatisfaction among managerial level personnel.

Role conflict is essentially a conflict of expectations and arises mainly due to the incompatibility either in : (a) Role

Space, or in (b) Role Set (Pareek, 1974). For example, a government executive who is supposed to occupy more than one role is most likely to face the conflict between his organisational role as a civil servant and his familial role as the husband and the father. The demands from his wife and children to share his time may be incompatible with the organisational demands on him for spending a lot of time on organisational problems. This interrole conflict has clearly emerged in a recent study conducted by Sharma (1981). The discord in the family and consequently the unhealthy home which has come up as a crucial factor responsible for stress could be attributed to role conflict in administration.

This, however, does not mean that role conflict is the only factor which contributes to stress. There are other factors as well which are equally important and responsible for creating stress in the family. Say for instance, family liability which also creates a stressful situation when the expenditure exceeds the income. Keeping in view the cost of living which is increasing day by day it is just possible that it may be creating stress in the family. Because except salary, there is hardly any incentive system in government which might help the administrators to cope up with this situation.

Besides all these factors, there is also the work environment which plays no less role in creating stress in administration. The environment in which the government executives work is so depressing that it not only hampers the speed and efficiency of work but also creates a tension in their minds and disturbs them emotionally. If this tension, and emotional disturbance, is allowed to persist in, it tends to create indifference and alienation from work. An unsatisfying job may be the means of earning salary. But if dissatisfaction and frustration is permitted to accumulate at work, it may make work life more miserable.

Marx over a century ago had recognised the alienating effect of man-machine system. Today this alienation is complete, since stress, alienation and anxieties have become the part of daily life. These are all failings away from full humanness, from the full blooming of human nature. They are losses of human possibility of what might have been and could yet perhaps be. Man without meaningful and productive

working life ceases to grow. Today, the administrative system is such that it creates stress. Work life is such that it dehumanizes; family life is such that it creates tension. In such a situation a man cannot aspire for reaching the state of full humanness. How each of these variables are shaping the administrative behaviour can easily be imagined. The man seems to have been practically lost in the cobweb of administration.

## Six CONCLUSIONS

FROM the discussion of the results it is quite apparent that stress does exist in administration. And that it has produced an adverse effect on its people. The people in administration have become stress prone and are most likely to suffer from ill health if stress prevails over a period and becomes intense.

There are various factors of stress. However, the most critical ones have been identified to be demanding work, role conflict, worries about getting promotion, uncongenial work atmosphere, unhealthy home and family liability, etc.

There is a clear cut need in the administrator—a need to succeed in his career. This need does not seem to have been fulfilled. As a result, it is causing stress. The feeling of giving up the job as indicated by data appears to be the direct consequence of non-fulfilment of this need.

There is a clear manifestation of conflict between the administrator's personal values and those of the organisation. Under these circumstances, he tends to feel that his organisation is impersonal. The role conflict that has emerged in him is an example of this conflict. The administrators feel that the amount of work their department expects from them, ignores their own desires for more time at home. This feeling is generating a lot of stress in them.

Unhappy home created by lack of adjustment and family liability has also been found to contributing much to stress. The administrator unhappy at home becomes unhappy at office also.

The feelings that the department is dominated by malafides rather than by people believing in mutual support and team work is also creating a problem in inter-personal relationship and causing tension.

The disliking for various conditions in the job and the powerlessness or helplessness of the administrator for not overcoming the situation have a lot of bearing on stress.

The fact that administrators are becoming vulnerable if not more so to redundancy, suggest that affective pathology (emotional illness) is on the increase. In addition a number of factors involved in the process of doing the job, seem to have a reasonably high significance in emotional problems.

There seems to be a gap between what the people in administration think and what they are actually required to do. As a result, they appear to have developed some sort of cognitive dissonance, egocentricity and machiavellianism in their personality. The machiavellianism gets reflected in the data particularly when they say that the job is exciting even when they are burdened with it and feel like giving it up. Machiavellianism seems to be somehow related to job strain. Though we don't have the direct evidence for the same.

There is a very close association between stress and hostility. The association is so strong and intimate that one could be predicted for other. Thus stress could be predicted for hostility and hostility for stress.

Stress has also been found to be significantly related to psycho-physical impairment. Consequently, it might have given rise to several disturbances like feelings of futility, anxiety and restlessness, etc.

Hostility too has been found to be contributing to psycho-physical disturbances by virtue of its association. However, it does not contribute as much as stress does to the latter.

There appears to be an overall coordination among stress, hostility and psycho-physical impairment as is shown by the Model described in Chapter 4, page 46. The model explains that administrative system, characterised by so many factors, is the root cause of stress. When stress is there, it leads to hostility; hostility leads to psycho-physical impairment and psycho-physical impairment in its turn leads to stress. This causal relationship is sufficient enough to explain the coordination. However, it is not unidirectional but it becomes bi-directional also when it moves the other way round. As a result any of these variables could become the cause and effect of another.

To sum up, stress has resulted into various consequences. The first consequence of stress is the dissatisfaction with the job as indicated by so many factors.

The second consequence is that of poor mental health as indicated by so many disturbances like feelings of futility, anxiety and restlessness, etc.

The third consequence is that of hostility indicated particularly by intolerance to authoritarian and incompetent behaviour. Stress has given rise to hostility to such an extent that it has almost become its predictor.

Other type of consequences related to stress may include monotony and boredom created by routine type of task; psychological fatigue created by sickly feelings; and low self esteem created by lack of timely promotion.

Stress is a cause of hostility and also of disease is amply clear. Still, it could be said that it is not always a bad thing. It is rather an ineluctable fact of life. We need a certain amount of stress in our lives to keep us active and functioning. Some stress then, is normal and necessary. But if stress is intense, continuous or repeated and pathological then it can lead to hostility, physical illness, and psychological disorders. As a result work gets disturbed and efficiency goes down.

The world we live in is changing so fast that it leaves us breathless at times. There is so much to do that we cannot cope up with everything we need to do. Time passes away like a rushing river and leaves behind a future shock. If our future is going to be so shocking and stressful then, the human race is likely to face an existential crisis.

## Seven SUGGESTIONS

### COPING WITH STRESS

**S**TRESS being an integral and ineluctable part of life cannot be altogether eliminated. The best way, therefore, is to cope with it. There are various ways of coping with it, however, mainly two could be suggested here. One way of coping with the stress is avoiding the situation of stress and the other is that of confronting it.

#### *Strategy of Avoidance*

One of course could avoid stress: (a) by getting away from it, (b) by taking time off from routine preoccupations, (c) by making conscious efforts to relax, (d) by developing hobbies, and (e) by getting involved in so many things like reading books, attending intellectual discourses, meditation, yoga, and music, etc., according to one's own interest and liking. There is no doubt that it has a therapeutic value. But all these things provide a temporary relief to the individual and do not strike at the root of stress.

The administrators have often been found to be using this strategy of avoidance in the hope that time will take care of the situation. But such a strategy does not contribute much to problem solving and is, therefore, impractical. Those who adopt such strategy tend to develop defence mechanism and try to defuse tension without actually resolving the problem of stress. It is more or less a degenerating strategy. Because it leads to ineffectiveness on the part of the individual. So this strategy won't pay to the administrators.

#### *Strategy of Confrontation*

Another strategy is the strategy of confrontation of which the people in administration hardly make any use obviously

for various reasons. But this is the only strategy which would help them in releasing most of their tensions arising out of their work life. Because this strategy is practical and functional. Instead of relying on avoiding problems, it relies on facing them and working out a solution for them. This may be called regenerating strategy. Because it helps the individual in becoming more functional and also in increasing his self-renewing capacities. The only question is that of creating self-awareness and believing in himself. But the efficacy which goes to make up an inner psychological strength seems to be lacking. As a result it does not help in building self-confidence. This efficacy, the inner psychological strength, needs to be developed. Gemmill and Heisler (1972) have shown that the greater the belief in one's ability to influence the environment, the lower is the reported job strain.

There is every gain in believing in himself and developing efficacy. But, it is often seen that it gets neutralised and becomes ineffective when it interacts with the system in government. Therefore, this system too needs a simultaneous change to adapt the confidence of its people. For this, a better understanding of the etiology of stress needs to be developed and highlighted at various forums. Not only that but the government also needs to be sensitized to the various situations of stress and persuaded to bring about a change in the administrative system so that stress may be controlled.

At the same time, a tension reduction training programme highlighting the various approaches and strategies of coping with the problem of stress could also be organised.



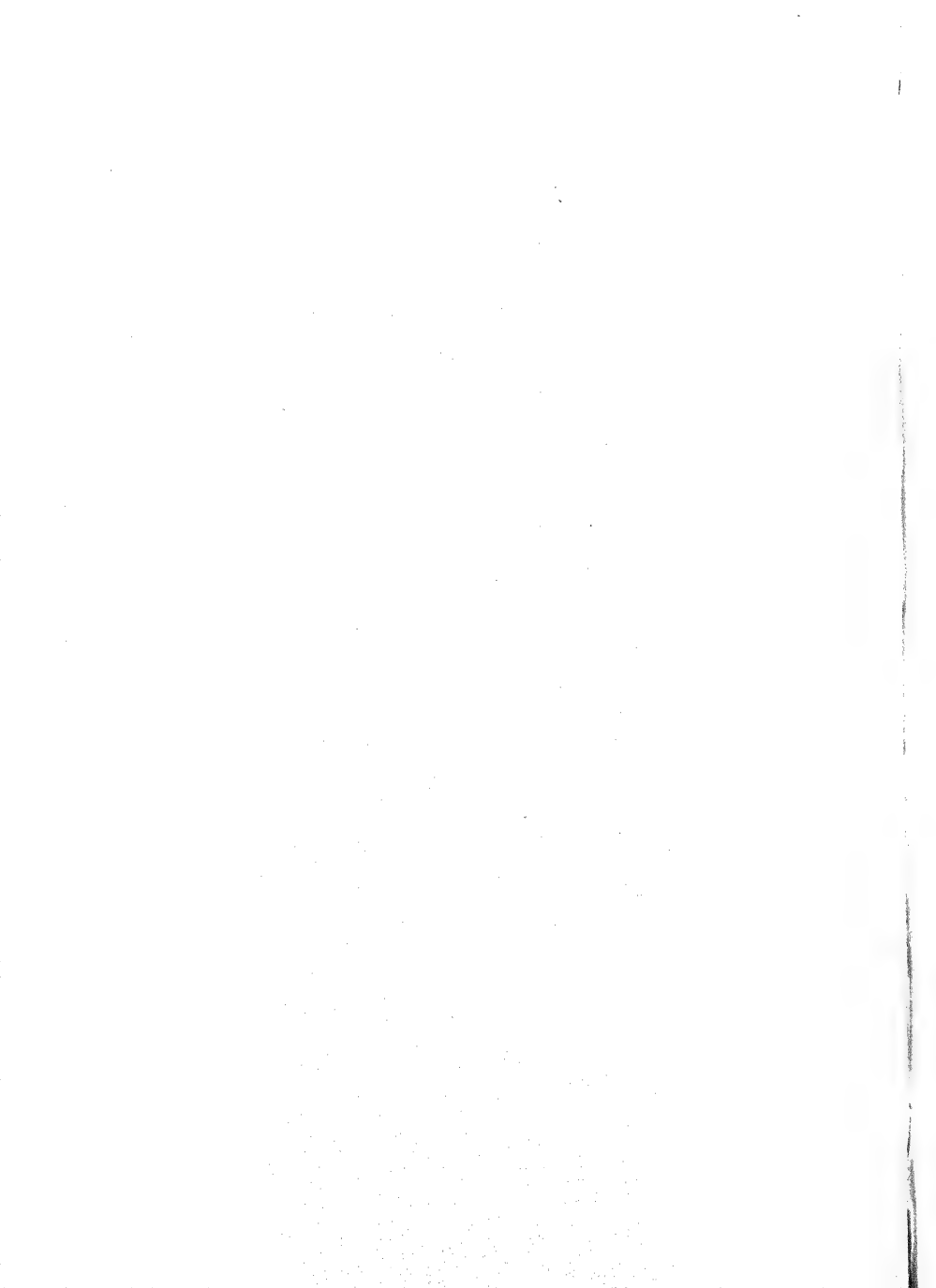


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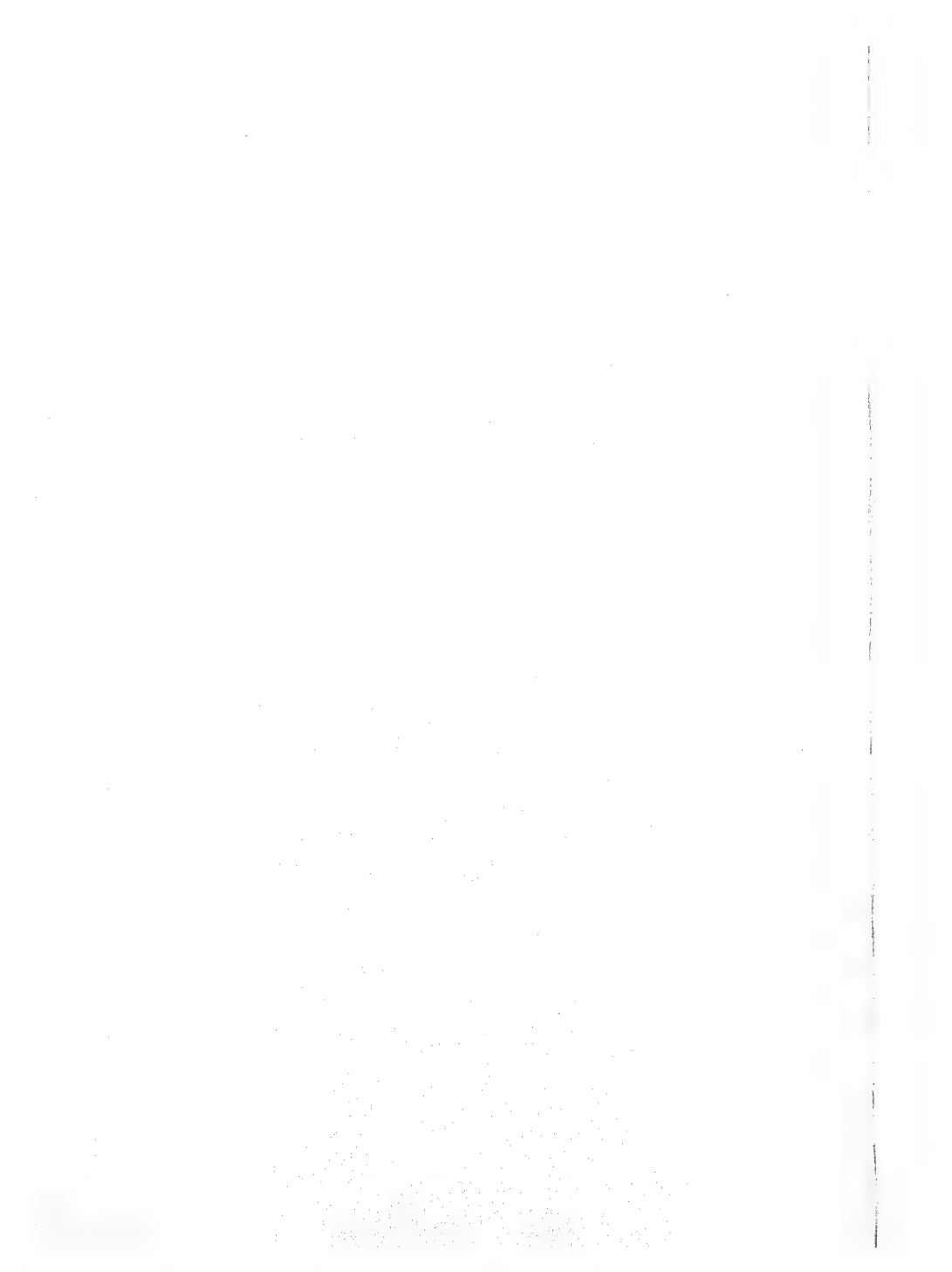
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## APPENDICES



## APPENDIX I

# LANGNER PSYCHO PHYSICAL STRESS

### DIRECTIONS FOR ADMINISTRATION

This list of items helps to evaluate yourself how your body and mind are affected by your family and work situations. Please read each item and indicate your response by marking any one of the scale points given under each item. Only that response will be correct which you give out of your own experiences and feelings. Therefore, feel free to reveal feelings. Your responses will be used for research purposes only and will remain secret.

Name :

Sex :

Age :

Education :

Caste :

Length of Service :

Designation :

No. of Family Members :

No. of Dependents in the Family :

Total Salary :



## ITEM AND SCALE

1. I feel weak all over much of the time.  
1. Yes 2. No 3. DK 4. NA
2. I have had periods of days, weeks, or months when I couldn't take care of things because I couldn't "get going".  
1. Yes 2. No. 3. DK 4. NA
3. In general, would you say that most of the time you are in high (very good) spirits, good spirits, low spirits, or very low spirits?  
1. High 2. Good 3. Low 4. Very low 5. DK 6. NA
4. Every so often I suddenly feel hot all over.  
1. Yes 2. No. 3. DK 4. NA
5. Have you ever been bothered by your heart beating hard? Would you say : often, sometimes, or never.  
1. Often 2. Sometimes 3. Never 4. DK 5. NA
6. Would you say your appetite is poor, fair, good or too good?  
1. Poor 2. Fair 3. Good 4. Too Good 5. DK 6. NA
7. I have periods of such great restlessness that I cannot sit long in a chair (cannot sit still very long).  
1. Yes 2. No. 3. DK 4. NA
8. Are you the worrying type (a worrier)?  
1. Yes 2. No. 3. DK 4. NA
9. Have you ever been bothered by shortness of breath when you were not exercising or working hard? Would you say : often, sometimes or never..  
1. Often 2. Sometimes 3. Never 4. DK. 5. NA
10. Are you ever bothered by nervousness (irritable, fidgety, tense)? Would you say : Often sometimes or never.  
1. Often 2. Sometimes 3. Never 4. DK. 5. NA
11. Have you ever had any fainting spells (lost consciousness)? Would you say : a few times, or more than a few times?  
1. Never 2. A few times 3. More than a few times 4. DK 5. NA.

12. Do you ever have any trouble in getting to sleep or staying asleep? Would you say : often, sometimes, or never ?  
1. Often 2. A few times 3. More than a few times  
4. DK 5. NA
13. I am bothered by acid (sour) stomach several times a week.  
1. Yes 2. No 3. DK 4. NA
14. My memory seems to be all right (good).  
1. Yes 2. No 3. DK 4. NA
15. Have you ever been bothered by "cold sweats"? Would you say : often, sometimes or never ?  
1. Often 2. Sometimes 3. Never 4. DK  
5. NA.
16. Do your hands ever tremble enough to bother you? Would you say : often, sometimes or never ?  
1. Often 2. Sometimes 3. Never 4. DK  
5. NA
17. There seems to be a fullness (clogging) in my head or nose much of the time.  
1. Yes 2. No 3. DK 4. NA
18. I have personal worries that get me down physically (make me physically ill).  
1. Yes 2. No 3. DK 4. NA
19. Do you feel somewhat apart even among friends (apart, isolated, alone)?  
1. Yes 2. No 3. DK 4. NA
20. Nothing ever turns out for me the way I want it to (turn out, happens, comes about, i.e., my wishes aren't fulfilled).  
1. Yes 2. No 3. DK 4. NA
21. Are you ever troubled with headaches or pains in the head? Would you say : often, sometimes, or never ?  
1. Often 2. Sometimes 3. Never 4. DK  
5. NA
22. You sometimes can't help wondering if anything is worthwhile anymore.  
1. Yes 2. No 3. DK 4. NA

## APPENDIX 2

# HOSTILITY TEST

### DIRECTIONS FOR ADMINISTRATION

This is a measure of your inner feelings toward others and towards yourself while on the present job. To reveal these feelings to you and to make you aware with them certain statements that are relevant to situations you are expected to face during work here have been given. Please read each statement and in your response circle one or the other point, 'A' or 'DA', written against each statement. The responses will be kept anonymous and your identity will not be revealed. The responses so collected will be used for research purposes only.

Persons of your cadre are expected to respond freely, without any bias and be as accurate in the assessment of situations as possible. The ultimate aim is to prepare ground for policy planning and implementation.

If the statement written here is in consonance with your inner feelings, circle the letter. If the statement is not in consonance *i.e.*, it is against your inner feelings, circle DA. A=Agree, DA=Disagree.

Do not leave any statement without your response. There is no time limit and you can revise your response before handing back the response sheet.

Name :  
 Sex :  
 Age :  
 Education :  
 Caste :  
 Length of Service :  
 Designation :  
 No. of Family Members :  
 No. of Dependents in the Family :  
 Total Salary :

<i>Items</i>	<i>Response</i>
1. Senior Officers though themselves incompetent blame subordinates for poor performance.	A DA
2. Incompetence and authoritarian behaviour cannot be tolerated.	A DA
3. Malicious remarks of superiors must always receive public condemnation.	A DA
4. Bosses taking extreme steps on trifling matters must be boycotted.	A DA
5. Political pressures cause irregularities and indiscipline in various departments.	A DA
6. The whole system of working is so faulty that irritation at every step is but natural.	A DA
7. Targeted are those who bear no kinship with holders of power.	A DA
8. No amount of sincerity and efficiency in work can win applause.	A DA
9. Day in and day out I face expression of dislike, accusation and slogans of subordinates against me.	A DA
10. My superiors and subordinates are out to find fault with my behaviour.	A DA
11. Here people do not let me work with peers whom I like.	A DA
12. If I get a chance to speak to some higher authority I shall expose all those who	

<i>Items</i>	<i>Response</i>
13. Self-centred people in this department are creating faithlessness for each other.	A DA
14. I can never advise my friends, relatives to come to this job.	A DA
15. People in this department engineer situations uncomfortable and annoying to others.	A DA
16. My superiors and subordinates cannot appreciate my sincere labour.	A DA
17. Superior officers here think of their own welfare and not of subordinates.	A DA
18. Assignments in this department are given without clearcut instructions for performance.	A DA
19. My feeling is that work has to be done here in horrible exciting circumstance.	A DA
20. No authority in this section consults subordinates when rules and systems are shaped.	A DA
21. I feel I am no good in the present work set-up.	A DA
22. It would have been better if I had not been in service.	A DA
23. To adapt with the maladapted is adaptation which is increasingly being accepted as a norm and I do not fit in such situations.	A DA
24. Work done with devotion is the work depreciated in the present world of malafides, therefore it is advisable for me to choke my throat and end up my life.	A DA
25. What for should I eat, dress, enjoy and build when I am worthless?	A DA
26. Even my trustworthy mates have belied faith and now I have none to support me. I have lost all zest for life.	A DA
27. An unfortunate person with stars against	

<i>Items</i>	<i>Response</i>
28. I cannot solve minor problems even after long efforts when persons younger in age get over difficult problems in a short time.	A DA
29. I do not know why I lose hopes before the assignment is undertaken.	A DA
30. My incapacibilities are inherent in me.	A DA

### APPENDIX 3

## QUESTIONNAIRE JOB STRESS

### DIRECTIONS FOR ADMINISTRATION

Every job makes demands on the job-holder's forbearance, patience, energy, skill and coping capacity. You have a job in hand and you experience situations some of which have been enlisted in the form of statements. Please read these statements one at a time and examine whether the statement as experienced by you is true or false, whether you also have experienced the same situation as the statement is describing or have not. Your response should be according to your experience and should not at all depend on hearsay. These responses are being elicited for purposes of research and policy framing and will remain anonymous. The research findings can serve as guidelines or can give direction to implementation of policy formed. Persons of your cadre are expected to feel free from any bias while responding to these statements.

True means the statement holds good in your case. False means the statement does not hold good in your case. If you have to ask a question you may do so at this stage. During the process of answering the statements you will not ask any question nor consult any one. Please turn the page and start answering each statement. Please circle the letter T if your answer is in terms of T=Statement is true in your case. Circle the Letter F if your answer is in terms of F=Statement is false in your case. Do not leave out any statement.

Name :  
 Sex :  
 Age :  
 Education :  
 Caste :  
 Length of Service :  
 Designation :  
 No. of Family Members :  
 No. of Dependents in the Family :  
 Total Salary :

<i>Items</i>	<i>Response</i>
1. There is ample opportunity to use initiative, experience, novelty on this job.	T F
2. Promotion policy is implemented without unusual delay.	T F
3. Overtime work is not distressing as it is occasional and recognised.	T F
4. The nature of job is exciting and I feel privilege in doing it.	T F
5. Salary on this job is adequate.	T F
6. My immediate officer is reasonable, sympathetic and competent.	T F
7. The system of discipline in the department is humane and flexible.	T F
8. Constantly rising workload without suitable compensation is disheartening to me.	T F
9. Rest breaks in this department are regular and provide opportunities to relax.	T F
10. Performance on the job is evaluated objectively.	T F
11. An employee has reasonable closeness and distance from his superiors.	T F
12. Upward-downward communication is easy to flow, is appreciated and recognized.	T F
13. Supervisors recognize the merit and worth of the subordinate.	T F



<i>Items</i>	<i>Response</i>
14. Unfortunately my limited job skills keep me locked up with the present job. If I had wider skills, I would have changed for a more prestigious job.	T F
15. As an employee in this department I feel interestingly absorbed in my work and do not feel bored.	T F
16. Co-workers in my department are reserved in their inter-personal behaviour and only formal relations exist.	T F
17. If a staff member is unduly harassed he is left without support. Such an environment is depressing to me.	T F
18. Within my job sphere I do not experience autonomy in working style and decision taking, and I fall in a dilemma.	T F
19. External pressures and extraneous considerations weigh heavily on my mind in the process of discharging duties honestly.	T F
20. The nature of my assignment does not suit my task orientation and that keeps me anxious all the time.	T F
21. Too many things to do all immediately is the characteristic of this job, otherwise consequences are grave. This blocks my head and I feel nervous.	T F
22. The goals and means of carrying out the scheme of work and planned projects are not clear to me. To carry them out is not free from risk of penalty.	T F
23. My responsibilities cross several sections of the department but I do not have power to coordinate and I feel frustrated.	T F
24. Physical conditions under which I have to work are within the control of others, and my work efficiency and speed are hampered. How I can explain all the delays disturbs me emotionally.	T F

<i>Items</i>	<i>Response</i>
25. My superiors oppose any innovative ideas and I am placed to work in stereotyped conditions which impede my progress.	T F
26. I get conflicting orders from organisational authorities and my immediate boss.	T F
27. There are several bosses whom I must obey or else I hear indictments.	T F
28. I have to do conflicting things which tear my conscience.	T F
29. My workload has been so much increased that I fail to cope with it.	T F
30. Every little item of work demands my major attention causing irritation before it is done to any satisfaction.	T F
31. I hold meagre authority to perform major tasks and my colleagues do not fall in line.	T F
32. I take decisions under influences that cause sense of guilt.	T F
33. My duties are of repetitive nature leaving no chance for an innovation, thus I feel choked.	T F
34. I do different things which have no bearing with one another and I feel a sense of jerk in giving appreciable output.	T F
35. My family is large and income is short and the job leaves no time to attend to it. Sense of neglecting my family hovers my mind.	T F
36. My spouse is unable to adjust with me. My mind is divided between the job and the home.	T F
37. I am the only bread winner and the rest in the family are just dependents on me. My woes are shared by none. I feel just sunk amidst adverse economic conditions.	T F
38. I have a sense of social support and security from friends, neighbours, relatives and superiors.	T F

<i>Items</i>	<i>Response</i>
39. My job timings and overtime engagements leave me no time to relax.	T F
40. I always have conflicts with spouse whenever I am at home.	T F
41. I am left with no time to discharge social obligations and participate in religious and cultural activities.	T F
42. Very often I feel like leaving the job if I can find an alternative living sources.	T F
43. I feel more often sickly than healthy during the year.	T F
44. Physical surroundings of my workplace are peaceful and concentrated effort for task performance and inter-personal communication is facilitated.	T F



